Final Report about "Building Public Trust in NGO" Program (2007 – 2011)

Contents

Executive Summary

This report summarizes the outcomes of "Building Public Trust in NGO" Program. It contains qualitative and quantitative information about Program achievements and lessons that ASI learned from its implementation. A big chapter focuses on Program activities. It is so large because activities were conducted on a large scale and involved many partners. They acted in their cities in a concerted way, along the same lines but with regard of the local specifics. This is why a summarized description of their work would not have given a proper idea of nuances and a variety of tools that partners used in different cities.

The Program ran from 2007 through 2011. Its goal was to help Russian NGOs to build strong and broad public support. The main partners in this Program were the Agency for Social Information, Center for Development of Nonprofit Organizations (CDNO) and Sozidanie Foundation. Besides, 22 regional NGOs participated on the permanent basis and 25 organizations received small grants during the Program.

The Program partners had the following goals:

1. Citizen participation in the work of NGOs should be made attractive. NGOs should make an emotional effect on their target audience in order to encourage it to participate in the nonprofits' work in various ways.

2. Easy access to information about who, where and how they can help and participate as volunteers should be offered to all citizens.

3. Transparency, accountability and good governance should be gradually established in NGOs as their values and norm of life; on the other hand, citizens should require them from NGOs.

4. New NGO brands that would be known to the broad public should be established, and the existing ones should be promoted.

5. New approaches, methodologies and products should be developed as part of the Program and incorporated in NGO practices via selected core NGOs in the regions.

6. Theory and practices of ongoing consultations with stakeholders should be employed so that decisions will be better perceived and replicated.

The Program focused, in particular, on two main target audiences:

- Young and middle-aged (25-40 years old) representatives of the Russian "middle class";
- Russian nonprofit nongovernmental organizations that are working proactively, intend to develop and improve and are open to absorbing new experiences.

Program's Main Outcomes
Quantitative Indicators

Indicator	Anchor indicator	Actual	Plan	Source of information
% of population that heard about charitable or citizen organizations that address various social concerns in their cities	30% (2008)	49%	-	Sociological research "Public support of NGOs in Russian regions: problems and perspectives"
% of population that were able to name at least one NGO in their city	19%	26%	25%	Sociological research "Public support of NGOs in Russian regions: problems and perspectives"
% of population that reported positive attitude to the work of public and charitable organizations	76%	84%	+15%	Sociological research "Public support of NGOs in Russian regions: problems and perspectives"
Share of population that are familiar with the products of "It's That Simple!" campaign	-	8-10%	8%	Sociological research "Public support of NGOs in Russian regions: problems and perspectives"
Share of NGO chief executives who assess the level of public support to their organizations as sufficient	20%	32%		Sociological research "Public support of NGOs in Russian regions: problems and perspectives"
Share of NGO managers who know about "It's That Simple!"	-	34%		Sociological research "Public support of NGOs in

campaign				Russian regions: problems and perspectives"
Number of volunteers that were involved during the Program	0	More than 1,500,000	1,500,000	Partners' reports
Average number of visits to "It'd That Simple!" website (monthly)		20,754	40,000	Google Analytics
Number of NGOs in the database of "It's That Simple!" website	0	700	700	Website data
Number of NGOs that received support in the form of trainings and teaching	0	More than 300	200	Partners' reports
Number of participants in trainings	0	1,572	1,500	Partners' reports
Number of NGOs that sent their reports to the "Starting Point" competition	29	129	150	Partners' reports

Qualitative Outcomes: Achievements and Trends

It should be noted in the first place that the Program helped its participants to make "the dream of their life" come true, i.e. to implement a lasting large-scale program for two target audiences simultaneously (NGOs and citizens). Missions of ASI, Center for Development of Nonprofit Organizations, Sozidanie Foundation and other NGOs that took part in the Program are consistent with the Program goals but partners had not so far had a chance to act toward such ambitious goals and work on the basis of research, a broad discussion and involvement of all stakeholders.

The Program was an incubator or, at least, an impulse for emergence or development of many phenomena that are related to the advancement of NGOs and development of philanthropy / volunteerism. We can say that during the four years of the Program:

- Philanthropy in Russia turned from something exotic into a mainstream trend (at least for members of the "creative class" and people who live in large cities);

- The image of philanthropy has changed from involuntary situations "help out of pity" to a more systemic track "help with pleasure," and the creative element has progressed greatly in this area;
- Citizens became much better aware of NGOs and opportunities to take part in their work;
- A major breakthrough occurred in the development of social advertising. First, the campaign was for the first time planned and run in accordance with all canons of social marketing, on the basis of research and broad involvement of NGOs. Second, one-for-all strategic and methodological documents for the campaign partners, as well as common style and approach, were developed for the first time. Third, an unprecedented number of partners took part in the campaign; their joined efforts resulted in a vast amount of social advertising;
- A coalition of NGOs that focused on the advancement of social advertising in Russia was built and acted proactively. The coalition pressed for, and achieved, amendments in legislation that facilitated the placement of PSAs;
- NGOs had many new motives for collective "public address" and the basis for coalitions and partnerships;
- The movement "Kind Cities" developed out of the existing project "Kind Peter" during the Program and thanks to it;
- The Program partners tested and employed many technologies that are important for achieving higher quality, such as open competition procedures, dialogues for stakeholders in order to take decision with regard of their opinions, franchising, work under an umbrella brand, experience and knowledge sharing through mutual internships and exchange, and many others;
- NGOs had a chance to expand their knowledge and ideas about confidence raising tools in the course of an extended knowledge-sharing and debate-based program that was part of "Building Public Trust in NGO." Demand for knowledge has increased in many areas after the program;
- Government officials understood the importance of providing support not to standalone NGOs and their programs but to infrastructure of the nonprofit sector in general, including via information support of NGOs. The federal program of support to socially oriented NGOs includes many provisions in the spirit of "Building Public Trust in NGO" Program. In particular, there is an intention to run an information-sharing campaign to promote socially oriented NGOs. This campaign is based on "It's That Simple!" initiative. The Program experience was taken into account when a group of experts drafted proposals "Development of Civic Institutions" for the updated "Strategy-2020."

It should be noted that the Program has substantially improved skills, opportunities and reputation of all participant partners and raised the level of what is expected of them. This was a major achievement but also a challenge which should be considered in the post-Program work.

Lessons Learnt

The most important lessons of the Program included the following:

- The best NGOs from the Russian regions took part in the Program but these NGOs had different levels of preparedness and different staff resources. On the one hand, if the number of Program participants were limited by clearly formulated rigorous eligibility criteria this would have greatly facilitated many Program management tasks, but would have narrowed the Program scope and would not have given an impulse for the development of initiatives in many regions. On the other hand, the Program with so numerous partners lacked sufficient efforts for increasing the capacity of some of them (meetings, teaching, coaching and consultations).
- Citizen demand for practices of constructive citizen participation (including philanthropy and volunteerism) remains higher than supply on the part of NGOs. Program-related practices and research showed that there are gaps between people's expectations and those opportunities that NGOs offer them. People would like to see NGOs as mediators of charitable and civic practices that would be simple, understandable and take into account their life needs, while "conventional" NGOs (except, perhaps, charitable foundations that work with children, and environmental organizations) continue to rely largely on the government, businesses and institutional donors. Participation in the Program largely helped to bridge this gap but there is still a lot to be done because the very approach must be changed.
- The share of training and knowledge sharing for NGOs was insufficient in such a large-scale Program with multiple activities. Experience showed that partners' new activities, new experience and new expectations that emerged as a result of successful work have generated demand for more advanced knowledge in the field of communication and other areas, while the main teaching agenda (distant-mode courses, a series of onsite seminars and trainings in the regions) was over by 2010. This is why it would be reasonable to conduct training activities throughout the program.
- Stakeholder demand for transparency and accountability of NGOs has been increasing but not rapidly enough for this to be a sound motive for most NGOs. External threats (such as legislators' initiatives or top officials' statements that undermine confidence in NGOs) make NGOs think about increasing their transparency. On the other hand, new non-formalized citizen initiatives demonstrate higher enthusiasm in accountability than professional NGOs. This new phenomenon should be used in the further promotion of high standards of NGO work.

Activity Description

I.   Overall Objectives

1. Program Coordination

A Coordination Council was established early in the Program in order to manage it. The Council members included directors of all Program components (representatives of all participant organizations) and Program coordinators. Key Program-wide decisions were taken collectively at general meetings and in the online mode.

Key Decisions of the Coordination Council

Selection of Regional Partners

A decision was taken in November 2007 that the Program would be implemented in seven Federal districts, and two supporters would be selected in every district so as not to overload one organization. Events that have been implemented in the regions helped coordinators to adapt overall project approaches and methodologies to the local specificities and find a suitable model for discussing the problem of trust and building of such trust.

However, a decision about splitting the functions between two organizations proved to be a failure: the second partner in Khabarovsk was not "strong" enough. Partners in Krasnodar lacked team play and one of them had to be replaced. In Moscow, city-wide activities were carried out within the Program only, while in the training component they dissolved in the more extensive Federal-level events.

Anna Orlova, Training Component Coordinator, believes that there should be a separate large resource for cooperation with the regional coordinators. Furthermore, regional experts' expertise should be harnessed to the planning of major projects and to the development of contents and formats of project-related events because relations of the "customer/contractor" type are much less effective in this case.

Survey

In early 2008 the Consortium members took key decisions for drafting the concept of a survey "Public Support to Russian NGOs': Problems and Prospects," i.e. they identified the target audience and clarified the survey goals and objectives. Besides, they proactively discussed tools for the first and second wave of this survey.

Campaign Strategy Selection and Implementation

The campaign strategy was aimed at promoting the ideas of philanthropy and volunteerism. It was drafted in close cooperation with proactive nonprofit organizations, first of all, with the Consortium members. Interestingly enough, the Consortium members did not become owners of "IT'S THAT SIMPLE!" campaign even during this process. ASI took up the main responsibility during the development and implementation of the campaign. Problems often occurred in relation to co-branding, organizations' interests or unwillingness to make contribution (other than criticisms) when implementation-related problems were to be addressed. All these concerns were repeatedly discussed at general meetings of the Consortium and decisions were offered but we cannot say that these concerns had been fully resolved.

Meetings of All Partners and Component-Level Partners

All Program partners met for the first time in April 2008; 46 representatives of all permanent participants attended the first meeting. The Program's core events, goals and objectives were presented, as well as the roles of every participant. The participants discussed how to reach synergies, presented events that had been included in the working plan and other opportunities that could be used for the Program purposes. Based on the outcomes of this meeting, a Program-wide information environment was created (with such various formats as a mailing list and website that was accessible to participants only) and an overall working plan for all partners was drafted.

The Program budget did not include allocations for special general meetings of all 22 partners. This is why after the first meeting the Program participants met at conferences (in February 2009 April 2010, December 2011). This communication was not enough for discussing the Program activities, while distant-mode communication was not always productive either, because the best feedback could be obtained only in the course of a general face-to-face discussion.

Coordinators of the first component met in October 2008, before the campaign was launched. Communication strategy, proprietary style, campaign slogan and title were all presented at this meeting which also discussed possible events and opportunities for producing and placing public service announcements and information sharing.

At their December 2008 meeting, Component II coordinators said that such topics as transparency, accountability and compliance with standards were new for NGOs and did not seem obviously useful for them. This is why, they said, it would be better to discuss them together with other broader issues. These topics are not very clear if they are taken separately but arguments in favor of such topics seem to be stronger if taken in a broader context. At the next meeting in April 2010 regional coordinators admitted that these topics were better understood in the regions because of the efforts, undertaken within the Program.

2. Distance Learning Courses

Demand for this activity area was high, so partners did not have to make a lot of efforts for promoting it. Enrollment to courses was so high that the intended minimum was exceeded twofold during the few weeks of the first round of learning (1,066 students enrolled to all four courses in the first year), and the number of learners had to be limited to 250 persons/course during the second year.
Courses focused on 4 topics:
PR for NGOs
Volunteers for NGOs
Service Learning (Social Projecting)
Trust management

These topics had been offered right at the start of the Program. They were outlined by teams at the initial stage and adjusted after the survey on the basis of feedback from the first year.

A. Learner Profiles

The strongest incentive for enrollment was to gain such knowledge which, as learners said, they would not gain anywhere else either because no courses on the given topic are offered in their region or because they do not have the time for full-time learning. But they were ready to allocate from 1 to 20 hours a week to this course. Most learners spent 3 hours on average, which was obviously not enough for sound learning of programs. During the second year students reported one other incentive for enrollment: "the course was recommended by my colleagues or friends who had taken it in the previous year."

Many learners pointed to the lack of time for studying the presented material. However, their trainers believed that the true reason was lack of self-discipline which the distance learning format requires. This was probably because most students took a distance learning course for the first time.

The largest share of the 1,066 learners that had enrolled for the first teaching season (60-65%) were NGO employees. The second largest share included university students (12-15%) followed by government officials (8-11%). In terms of geography, all Russian regions were represented plus 11 CIS countries. Moscow, St. Petersburg and Nizhny Novgorod were the leaders. The average age level was from 25 to 35.

The share of proactive learners relative to the share of those who passed the final test was 10-17% for different courses because most students did not take the course simply to obtain a certificate from its authors. On the other hand, in terms of responsibility distant learning is not yet perceived as equal to full-time learning.

B. Organization of Learning

Every course included eight learning modules, online consultations with tutors, forums and votings, an online seminar, interactive assignments, tests and questionnaires.

At the end of the first learning season tutors analyzed learners' questionnaires and made adjustments to organization of the learning process. These adjustments proved to be sound and useful, as was a change of curriculum and tutors for a course on "Social Projecting." Interactive forms of teaching were used more extensively during the second season. Students of all courses said online seminars with experts and thematic forums were the most interesting forms, and practical assignments, tests and consultations with tutors were the most useful activities.

C. Feedback from Learners

Most learners said in their questionnaires that their expectations from courses had been met almost fully. Information was fully or partially new for most learners. Other students pointed out that courses helped them to systematize their knowledge and outline modalities for their implementation in the work of NGOs. Several learners also said that they knew the topic in theory, and courses helped them to bring this theory closer to practice. The absolute majority of learners of all courses said in their questionnaires that they would use the new knowledge in their work.

As could be seen from questionnaires, distance learning opened up a new opportunity for NGO staff to have additional education, particularly for students from the Russian provinces and other CIS countries. Several students said that they intended to enroll to other distance courses that would improve their skills and tap the opportunities of distance learning.

Quotes:
E. Temicheva, course manager:

I am particularly proud of the creative interactive atmosphere that we managed to create in the process of teaching, and of involving professionals for online seminars and communication with the learners in forums.
Another benefit, in my view, is that courses and tutors have evolved during the program. We adjusted the course curriculum after the first round of teaching, introduced new services for learners, and tutors borrowed positive experiences from each other.

Anya Orlova, NGO DC
I think distance courses did a very good job, there was high demand for this format, and it was implemented successfully.

Zakharova, Sozidanie Foundation
Experience of conducting distance courses on volunteerism was of great help for our partners from St. Petersburg ("The Neva Angel") who were co-developers and lecturers of this course. "The Neva Angel" is now conducting a slightly extended course (12 modules instead of 8) for 100 learners on the Distance Learning Portal at Moscow State University. "The Neva Angel" received support from the Ministry of Economic Development, and the course is a part of their 2012 program.

3. Survey "Public Support to NGOs in the Regions: Problems and Prospects"

Survey "Public Support to NGOs in the Regions: Problems and Prospects" was conducted in two stages in five Russian cities. It had several goals:
- To identify citizens' needs of communicating with NGOs (and vice versa), their expectations from this communication, factors that help and hamper citizen participation in NGOs' volunteerism, and trustworthy communication channels.

A. First Wave, 2008

A review of identified needs and expectations was to become the basis for an information strategy that would promote citizen participation in the work of the nonprofit sector.

- To identify indicators and use them for measuring the actual level of awareness and NGO/citizen cooperation in order to be able to trace changes that would occur, among other things, due to the Program-related efforts.

The survey in 2008 was based on the secondary review of findings provided by the Laboratory of Civil Society Studies (later renamed as Center for Civil Society and NGO Sector Studies, or GRANS Center) at HSE. At that time the Laboratory initiated a major project to study philanthropy development practices and NGO activities in Russia. The findings of this project had been provided before publication and offered the following hypotheses for further studies:

1. Citizens in certain regions identify acute social problems. If the campaign demonstrates that NGOs effectively participate in coping with these problems, public trust in NGOs will enhance.
2. People have certain priorities and acute needs that could be implemented through support from NGOs.
3. TV, Internet and personal contacts are the best ways of bringing information to the target audience.
4. People prefer such forms of involvement in NGO activities that require the lowest time and organizational costs.
5. Most NGOs do not realize the lack of public trust as a major barrier for their activities, so they do not take any spearheaded actions for building public trust and do not allocate resources for this work.
6. Making NGOs more transparent by sharing information about their work and through better self-regulation will help to build broader public trust in NGOs.

The secondary survey provided findings for ranking the Russian regions in accordance with an index that shows how favorable are prerequisites for the development of civil society and public activism (the hierarchy is from the lowest metrics to the highest ones):

1. Nizhny Novgorod,
2. Barnaul,
3. Kaliningrad, Krasnodar, Chelyabinsk and Khabarovsk,
4. St. Petersburg and Moscow

This ranking was used in primary surveys when cities were selected for the Program (polls could not be conducted in all regions due to budget constraints, so cities were to be selected from different groups).

The target survey groups were chief executives of nonprofit organizations and citizens older than 25. This category was expected to be the focus of the social marketing campaign. The survey methodology included large-scale polls, focus groups and interviews with heads of NGOs.

An open competition was held in early 2008 to select the implementing organization. Five leading sociological agencies participated: ROMIR, ZIRCON, Levada Center, Institute of Sociology (Russian Academy of Sciences) and Vox Populi. Sociology experts (Irina Mersiyanova from HSE, O. Zdravomyslova from Gorbachev Foundation and V. Yakimets from Russia) were invited to take part in the competition procedure and help select the winner along the following criteria:

- Experience in conducting studies related to issues of NGO/public cooperation;
- Skilled staff available for conducting the survey;
- Regional partners in the abovementioned regions;
- Scope of survey (preference was to be given to the organization that would provide findings from a larger number of regions)
- Cost of contract. The applicant's contribution was welcome.

The competition was won by ZIRCON research group that offered to conduct a survey in five regions (Moscow, Krasnodar, Kaliningrad, Barnaul and Nizhny Novgorod). Focus groups based on ZIRCON guidelines were conducted in those campaign cities where polls were not held. ASI closely cooperated with ZIRCON team when the survey tools were developed. The field work was held in May and June 2008; about 3,000 citizens and 180 heads of NGOs were polled. The survey findings were presented in July 2008 and became the basis for the social marketing campaign.

The campaign had the following goals and objectives:

- One of the primary goals of the awareness-building campaign was to **increase the overall awareness of the public about the work of nonprofit organizations**: awareness is currently at a very low level but the public has obvious demand (at least declared demand) for such information, and there is interest in NGOs. In particular, the awareness-building campaign should tell about the important role which nonprofits might play in solving issues of public concern with proactive citizen support.
- An awareness-building campaign should be focused, in the first place, on changing stereotypes in the perception of nonprofit organizations by citizens. Non-support of NGOs by most citizens is explained not so much by the public's negative or indifferent attitude to philanthropy but rather by lack of knowledge about such NGOs, lack of trust in them and lack of understanding of benefits from "organized" philanthropy. Therefore, citizen involvement in NGO activities should be based on overcoming of negative stereotypes about nonprofits, on the one hand, and on the promotion of values of collective social work, on the other hand.
- The most common stereotypes about charitable citizen organizations are opinions that their work is nontransparent, they often spend donations on purposes other than the targeted ones, and that they exist for their own self. Examples/cases of open and

transparent organizations should be promoted in order to break these stereotypes and build a positive image of NGOs.

- The campaign might use information about motivation of existing volunteers for promoting better attitude to community work.
- Many citizens cannot participate in NGO activities because they are very busy and do not have spare time / money. This is why it would be important to develop and promote **flexible formats of participation in the community work** that would be acceptable for busy people; it would also be important to make people understand that even minor assistance on their part is highly relevant and valuable.
- Besides motives for citizen involvement, motives that make people come to an organization *for the first time* are also important. Among these, influence of a "significant other" is of great importance, e.g. a story or example of a person who carries authority with the given individual or the one with whom the listener can identify himself/herself, or stories by volunteers and staff of community organizations.

COMMUNICATION CHANNELS

- The broadest possible range of communication channels should be used in the awareness-building campaign because public awareness of community organizations is very low and negative stereotypes about such organizations are common.

- Given assessments by NGO staff and views of the population, it could be assumed that regional and local mass media will be the most effective communication channels. Internet is particularly important for involvement of the younger generation and people who have tertiary education.

- Informal communication might be an important component of the awareness-building campaign.

The findings of the survey were widely discussed in Moscow and other regions by NGO community.

B. Second Wave, 2010

The second wave of survey, with the same methods, was conducted in 2010 in the same regions. Its goal was to measure the evolution of changes and try to identify the role of the Program in these changes. Besides, the survey team asked additional questions in order to evaluate effectiveness of the Program activities both for NGOs (seminars, debates, training, publications) and for citizens ("IT'S THAT SIMPLE!" campaign). The findings confirmed positive changes in the citizens' attitude to NGOs and showed that the level of awareness about nonprofits was up by 20%. The level of real trust and participation changed little over two years but changes in the declarative level were relatively visible. The share of prospective allies increased by 12 percent. At the same time preference for individual philanthropy did not subside but strengthened. This means that citizen demand for participation in philanthropy/volunteerism practices is growing faster than NGOs can meet this demand. Involvement in philanthropy is becoming a social norm. Therefore, NGOs that want to expand their social base should take this into account and offer opportunities that would be consistent with people's needs and expectations. Moreover, it is very important to remember that NGOs' efforts to involve supporters might be offset by low transparency of nonprofits.

The survey demonstrated the level of impact of activities that were part of the Program. Heads of NGOs said in their interviews that they became better aware of the need to pay more attention to communication in order to attract supporters and volunteers. Numerous responses pointing to an increased share of small donations mean that more NGOs have begun cultivating citizens and receive support from them. It's interesting what heads of NGOs said about the sector transparency: in their view, information transparency of the sector "as a whole" had declined to 5.6 from 6.5 in 2008, particularly financial transparency was down to 4.5 from 5.2, while transparency of their organizations was assessed at a somewhat higher level. This might be explained by stronger requirements to transparency because this topic has been more frequently discussed in the NGO community.

The survey findings demonstrated a relatively high level of media effectiveness of information-sharing and awareness-building campaign "IT'S THAT SIMPLE!" which was measured through such indicators as project recognition, NGO involvement, usefulness of this campaign for participant organizations, and review of channels that disseminated information about the project. At the time of the poll the name "IT'S THAT SIMPLE!" was known to one of every three respondents among heads of NGOs ((34%), which is comparable with the recognition levels of such actions as "Volunteer 2009" and "AiF – Good Heart"(37-41%). At the same time the level of NGO involvement in "IT'S THAT SIMPLE!" project (14%) was somewhat higher than for these two project s (7-11%). Eleven percent of respondents said participation in "IT'S THAT SIMPLE!" project was useful for their organization; this, in combination with the involvement rate (14%) shows that most participants in this action pointed to its usefulness.

II. Program Component I: Stronger Customer Base of the NGO Sector. Citizen Involvement in Volunteerism

Work in this area focused on objectives of two components from the start. But as the Program progressed, it became clear that this work covered one target audience and it would be useful to integrate it in order to achieve a better effect.

Scheduled Activities

Plan and conduct a PR / social marketing campaign at the Federal and regional levels.
Teach NGOs how to conduct PR / social marketing campaigns and use stakeholder involvement methodology and practices.
Identify and share successful experiences of cooperation between NGOs and their beneficiaries.
Conduct public debates on issues of public concern.
Develop and conduct a distance learning course for NGOs on such topics as public relations, communication with stakeholders and effective communication.
Launch a website "Volunteer's Compass."
Encourage NGO volunteer involvement projects.
Publish a book and a CD collection of the best practices.
Hold an international conference on volunteerism.

1. Planning of Campaign

ASI and Sozidanie Foundation worked in Moscow. Partners for this component were selected in six regions:

Barnaul – Altai krai community organization "Young Journalists of Altai" (http://www.yaj.ru). This NGO focuses on support to young journalists, development of democratic thinking and anti-totalitarian mindset in the young journalists, and on information and advisory support of NGOs operating in the Altai krai.

Krasnodar – Association of Graduates from Russian Universities (until end-2009). Since spring 2010 – NGO "Svoya Trajectoria" (www.sv-traektoria.ru) that focuses on promotion and implementation of innovative projects aimed at strengthening public activism and development of the region's social and cultural areas.

Nizhny Novgorod – "Sluzhenie" association (http://www.sluzhenye.org) which is a center for support of citizen initiatives in Nizhny Novgorod oblast.

Chelyabinsk – research and resource center "Est mnenie" ("The's an opinon") (http://www.mnenie.org), an NGO which studies various aspects of community life.

Khabarovsk – Khabarovsk krai community organization "Initiative Plus." Its mission is to assist sustainable social and economic development of Khabarovsk krai. Its activities were suspended in 2011.

Kaliningrad – community foundation "Kaliningrad" (http://fond39.ru/).

During preparation for the social marketing campaign ASI and its regional partners convened steering committees on which all possible stakeholders sat (advertising agencies, media, government authorities and other NGOs). The campaign benefited from these steering

committees in almost all cities where they were established because advertising agencies and government officials were involved in the project when it was discussed, and achieved ownership of this project. Regional partners were active during discussions and involved other NGOs, so they were not simple contractors during the campaign. In October 2008 (when the key ideas of the campaign had been outlined) regional partners came to Moscow for a brainstorming session (which was also a workshop on PSA technologies and stakeholder communication skills) in order to provide feedback to the developers and plan the first events of the campaign.

A federal-level coalition of NGOs was established when preparations were made for the campaign with a view to making public service announcement more effective. The goal of this coalition was to formulate and disseminate a new conceptual approach to social advertising as a universal tool for addressing public concerns; improve the legislative framework and the quality of Russian PSAs; raise social advertising to the level of the best international standards; build a competitive, responsible and professional community of PSA producers in Russia; and involve representatives of all three sectors in socially relevant projects. Besides ASI, the coalition founders included WWF Russia, Laboratory of Social Advertising, Potanin Foundation, "Focus Media" foundation and other NGOs that use social advertising in their work.

"IT'S THAT SIMPLE!" campaign was developed in accordance with all rules of social marketing and progressed through all necessary stages, from a pre-campaign study to performance evaluation.

At the primary stage it was decided to focus on promotion of local initiatives in volunteerism and philanthropy and on those NGOs that meet citizens' acute needs. An approach to the campaign was adopted after wide discussions in Moscow and regions. It avoided moralizing and calls to help those in need but emphasized that philanthropy means new opportunities for the philanthropist and valuable practices for him or her, and there are broad opportunities if a philanthropist wants to share something with other people. It was very important for ASI to make sure that the NGO community accepts the key ideas of the future campaign because it was the first time that the campaign promoted the entire NGO sector.

The campaign tasks were identified as the following:

Informational
- Increasing public awareness of activities of non-profit organizations, as well as of their role, impact and capacities.
- Conveying the message to citizens that social problems are tackled more successfully and with more efficiency when citizens act together and in coordination with non-profit organizations or as part of them.
- Building understanding that current social issues can be solved in teaming up with NGOs which can earn a state support, too.
- Informing of philanthropy and volunteerism as of a new opportunity for growth – both personal and public.

Attitudinal

- Creating a positive, "warm" attitude to non-profit organizations as helping people come together to solve common problems, having fair, open and transparent goals, structure, activities; and that are open for participation to anyone.
- Changing attitudes to the concept of philanthropy as that of a habitual daily activity that has to do with anyone.
- Creating in the minds of people associations between the concept "philanthropy" and their own good deeds and actions committed in relation to other people or things.
- Bringing up examples (models) of open and transparent organizations, effective participation of citizens in the activities of non-profits resulting in solutions of social issues.

Behavioral
- Fostering motivation to respond with action to the appeal – to join real initiatives targeted to solve vexed social issues.
- Transition form spontaneous and singular actions to systemic, planned philanthropic activity through NGOs.

Middle-aged people representing the so-called "middle class" were chosen as the target audience of the campaign. Interestingly enough, NGOs had strong doubts about this group as the target audience because NGOs were not used to working with this group and could not do this. They argued that the young people had much better prospects because they have spare time. Yet, practices and findings of a survey conducted by GRANS Center at HSE proved that the "middle class" is a more resource-rich audience. An outbreak of volunteerism in 2010 and protest civil activism in late 2011 reaffirmed that the choice had been made correctly. They helped to formulate a better definition of this audience as the "creative class" and "new intelligentsia" because this audience does not fully fit in with the global criteria for "middle class." Three groups were identified in the target audience in terms of their involvement in philanthropy practices and loyalty toward NGOs.

After the key idea of the campaign had been formulated and accepted by major NGOs, ASI conducted an open tender among advertising and communication agencies. They were invited to bid for the development of the campaign communication strategy, its key messages, visual style, logo, etc. Fifteen agencies sent their proposals to the tender, and three or four of them offered interesting ideas. Agency "Troitsa" won the competition because it offered a creatively different approach with the best consistency with the campaign goals, i.e. to promote philanthropy not through calls to help and fight against stereotypes but through a simple emotional message: any person can do good deeds if he/she wants to, and there is a wealth of opportunities for this.

Troitsa drafted several documents for the campaign, such as its communication strategy, guidelines for NGOs on how to implement the communication strategy, visual style, logo, slogan, name, proprietary style and guidance on how to use it. A one-for-all framework of a construction set type was offered for the campaign products. By using this template, an NGO can fit its own story about volunteerism/philanthropy practices in the overall campaign. Another important component of the campaign is high relevance of such a tool as events that help the audience to be exposed to the NGO activities and personalities. This tool will be effective if an event is interesting for the public, creates a confidence-building environment for communication and would not press on people's conscience.

2. Motivation for NGOs

Even the initial discussions of the communication strategy and the campaign tools made it clear that the campaign will require from NGOs to reconsider their habitual approaches to events and have additional motivation. This was necessary because partners did not see any immediate link between their participation in "IT'S THAT SIMPLE!" campaign and quick benefits for their organization although they broadly agreed with the proposed approach. Early in the project, this was also a problem for the regional partners, consortium partners and other NGOs that were to be subjects as well as objects of the campaign. ASI thought at the initial stage that participation of large and well-known NGOs was essential for the success of the campaign, and tried to encourage them to participate. But as time went on practices showed that the campaign was closer to smaller and newer NGOs. After launching advertising campaign and conducting the first events, NGOs became more eager participate in the campaign because they saw new opportunities for themselves in it.

3. Campaign Tools

The campaign was launched in the spring of 2009, after it had been discussed in the NGO community: website www.tak-prosto.org was launched, the first advertisements and information-sharing products were released, discussions began about their placement, and preparations began for campaign-related events. The 2009 Spring Week of Good Deeds was such initial event, as had been agreed with all partners.

According to the communication strategy, implementation of a campaign with such ambitious goals and small resources (relative to commercial advertising budgets) required partners to use all tools that were available to them. Outdoor advertising, Internet, special-focus events and PR activity were identified as the most important communication channels.

A. Internet: The Campaign Website and in Social Networks

The website is the "meeting point" for all information about the project and all its events. It is a place where good deeds are "sold" to those whom the communication campaign made ready for action.

"IT'S THAT SIMPLE!" website was launched in February 2009 on the "Compass of the Good" website.

Website "Compass of the Good" had been designed as the Program's main information resource and "mediator" between citizens and NGOs. Its concept was discussed early in the Program by all members of the consortium, and implementation was commissioned to Sozidanie foundation. The pivot of this resource was a database of NGOs that needed help from volunteers or, in other words, organizations that were ready to offer opportunities that would enable citizens to act as volunteers. Website "Compass of the Good" was launched in May 2008 and has been managed by ASI since 2009.

The website came under ASI's management because it is inseparably linked to "IT'S THAT SIMPLE!" campaign and serves as its most important resource, "output point" and the source of all information. It has been fundamentally rearranged for addressing the campaign objectives

but it retained the database of NGOs as its main component. The database now includes about 700 NGOs operating in the Russian regions. This is a much smaller database than had been expected early in the project (we expected there would be at least 1,500 such organizations). It is our view that this is because not all organizations are aware of this resource. Another reason is that far from all organizations rely on citizen support in their work. Furthermore, many NGOs do not understand that website "IT'S THAT SIMPLE!" is a tool which works for their benefit.

A user can choose an organization on the basis of two criteria: region and type of help. The database is the most visited page of this website (it is also its title page with catchy flash animation). The website also includes a calendar of events in which a visitor can take part (this page comes second in popularity), information about the project and an NGOs' events, and a multi-user blog in which anybody can write messages. The website "IT'S THAT SIMPLE!" has about 2,500 registered users who write messages and comments. The blog published 884 messages and posted announcements about 1,500 forthcoming events.

Analytical statistics: February 2011 – May 2012

Interest in the website has been generally stable. It is usually much higher in relation to major events or advertisements. The largest number of visitors has been traditionally coming from Moscow and St. Petersburg. Penza and Samara oblasts have high ratings because they were very active in the 2011 campaign.

1.	Moscow	26 182	37,68 %
2.	Sankt-Petersburg	6 460	9,30 %
3.	Penzenskaya oblast	2 392	3,44 %
4.	Samarskaya oblast	1 987	2,86 %
5.	Sverdlovskaya oblast	1 930	2,78 %
6.	Tatarstan, Republic	1 783	2,57 %
7.	Chelyabinskaya oblast	1 581	2,28 %
8.	Novosibirskaya oblast	1 453	2,09 %
9.	Altayskiy kray	1 421	2,05 %
0.	Moskovskaya oblast	1 283	1,85 %

The website has been continuously improved throughout the campaign: new options were added, and changes were made. For example, in November 2009 the website was moved to a new platform, *"Ruby on Rails"*, and content management became much easier. The website development was discussed with experts in the new media in early 2010, and this discussion resulted in further changes.

In September 2009 the website was awarded a prize for "Social Project on the Internet" at the Moscow festival of social advertising. In 2010 it was shortlisted for the Russian national competition Runet Prize in the "State and Society" nomination. As a part of all campaign received a special award at the Russian national competition "Silver Archer."

In early 2010 ASI held a competition of volunteers' stories "Being Is That Simple" in order to draw attention to the website and the phenomenon of volunteerism. Its other objective was to find a good story for social advertising, e.g. PSAs, etc. The competition was announced through resources of ASI and its partners, as well as through 80 ASI-friendly websites, in social networks, at events, in tertiary institutions, bookstores, culture centers and libraries (information was put on bookmarks). The competition received 109 stories (texts, photos and videos). More than 10,000 users voted for the story they liked, and interest in the website strengthened greatly in the context of this event. Three stories that won the largest number of votes were used for social advertising (fly cards and animation video "Gardener for the City"). Besides drawing attention to the project and providing stories for ads, the competition proved to be a quality research. It helped to understand motivation of people who become volunteers. It was also a good tool for the promotion of this website because its visitor rate increased. Furthermore, the competition gave an impetus for development of many initiatives. Katerina Nikitina, initiator of "Garden in the City" foundation is the most vivid example: after winning the competition of [volunteer] stories she became the central figure of a PSA, gained popularity and became an active member of the NGO and philanthropist community.

Project Promotion in the Social Networks

According to the communication strategy, posting of information in blogs, forums and on friendly websites is a very important tool because Internet users largely consist of well-

educated, higher-income and active people, i.e. the target audience of the campaign. It is important that building of communities and blog-keeping provides for informal personal contact with NGOs during the project.

LiveJournal was the most popular social network for the target audience when the campaign was launched. An account was created in this network and has been used for a long time for community-building purposes. The community in LiveJournal now includes 762 friends.

Besides LiveJournal, the project is promoted in Vkontakte (400 friends), Twitter and Facebook (the latter since 2011). Social networks are used to invite volunteers and announce events.

B. PSAs

The first videos were shot in early 2009. A frame of a construction set type was made for a series of videos. This opened up an additional opportunity for NGOs that want to join the campaign and make their own products within the "It's That Simple" framework. The constructor set frame implies that there are common parts for all videos in the series (beginning and packshot, music, visual style) and there is a variable part which the campaign partners make in consistency with the style of the main reel and in compliance with certain requirements. All videos are based on true volunteer stories and thus they are convincing enough.

Thirteen 30-second PSAs were made using this construction set frame (three of them had been commissioned by ASI – "Sister of Mercy," "Railway Stations People" and "Dog Rescuers." Four videos were shot by a group of volunteer students in Saransk and 6 videos were made by ComInter film studio at their own initiative). In addition, "Gardener for the City" was made in a similar style but it is an animated cartoon. The topics of the first two videos, "Sister of Mercy" and "Railway Stations People," were related to economic decline agenda and aid to people in a difficult situation. These videos were funded by a Presidential grant that had been awarded through the "State Club" Foundation. Videos "Sister of Mercy," "Railway Stations People," "Dog Rescuers" and "Gardener for the City" were aired in 2009-2011 on six terrestrial and satellite TV channels (Channel I: Global Network, NTV Plus, TNT, TV-Center, Stolitsa Plus (Doverie), through the local TV center in Lianozovo District (Moscow) and in X5 Retail Group shopping centers (Auchan/Capitol, Perekrestok, Karousel and Pyaterochka), shopping & entertainment mall "Krasnodar Gallery," in business centers, airports and on Aeroexpress commuter train.

Besides the main videos about the campaign, video announcements of several actions included in the agenda of Spring Week of Good Deeds were made and aired in minibus taxis in April 2009. The construction set frame was used in their production, too. Volunteers made a viral video in the summer of 2010 (free of charge).

Six audio PSAs were made in the spring of 2009. As in videos, the construction set frame was used in these trailers. Audio PSAs were based on volunteers' stories that had been recorded for "Addresses of Mercy" radio program. These trailers were aired by Mayak, Yunost, Radio of Russia, Radio Culture, Christian Church and Community Channel, Vesti FM and Govorit Moskva radio stations, as well as through the radio station of Sokolniki park in Moscow. Trailers based on the construction set frame were aired by Our Radio in Chelyabinsk. Besides, audio announcements were made and broadcast in the Moscow Metro in April 2009.

C. Fly Cards

Information was successfully disseminated in Moscow through fly cards. Such cards are distributed in bulk in cafes, multiplexes, clubs and other entertainment outlets. Fly-Cards company offered very attractive terms of card production and dissemination. This is why this channel was rather often used in 2009-2010 as a means of announcing events or for sharing information about the project.

D. Outdoor Advertising

According to the communication strategy of the campaign, outdoor advertising helps to bring information to most members of the target groups at a much lower cost per contact as compared to TV. Outdoor advertising can display our message visually besides communicating it verbally, and do it much more effectively than radio, for example. Outdoor advertising displays a message for a long time and creates an effect of continuity of the communication campaign. Furthermore, the fact that PSAs are placed in the streets makes them more legitimate.

Moscow

In July and August 2009, after long discussions with the Moscow City Government which began in April of the same year, ASI managed to place outdoor advertisements in the streets (240 billboards in the streets across Moscow and at exits from metro stations. This placement was accompanied by a public discussion of the campaign in the professional community of admen. Responses were very positive in general, with critical remarks only about such details as font. The campaign was launched in the Moscow Metro network: in the Metro cars (3,500 stickers) and on 30 escalator billboards. Advertisements proved to be very productive: the number of visitors to "IT'S THAT SIMPLE!" website increased dramatically, as did the number of letters and inquiries to its moderator.

tak-prosto.org
Visitors Overview

1 Aug 2009 - 31 Oct 2009
Comparing to: Site

18,259 people visited this site

29,588 Visits

18,259 Absolute Unique Visitors

150,321 Page Views

5.08 Average Page Views

00:03:48 Time on Site

41.16% Bounce Rate

60.20% New Visits

Barnaul

The campaign in Barnaul was supported by Agency "Gallery", the largest advertiser in the city. As a result, the campaign PSAs (billboards and city formats) were on permanent display in Barnaul from the summer of 2009 until the Program wound up. Their locations frequently changed with regard of specific features of the campaign itself and its target audience. Barnaul was the only city where teaser social advertising was launched: billboards carried only logos and pictograms during the first two weeks, and names of organizations, slogans and website addresses were added later. This brought about a fairly positive discussion in the community of admen and communicators, and added to the reputation of the campaign and its participants. Outdoor advertising was supplemented with announcements in minibus taxis and on the radio.

Irina Khomutova, Director of advertising agency "Gallery in Barnaul:

This was the first case of a Federally-organized, laconic and well-designed campaign and a well-considered program. This is the first positive experience of this kind. I saw that social advertising can – and must – look not worse than commercial ads but even better because it goes beyond encouraging satisfaction of an individual's personal needs in terms of consumption. It is donation, giving out a piece of one's own consumption, it's spiritual consumption. It is much more difficult to encourage.

Khabarovsk

It took a very long time to coordinate the placement of outdoor advertisements in Khabarovsk. Initially, the campaign videos were broadcast in public transport and on LED screens. In April

2010, following very long discussions with the Mayor's office, we managed to launch a large-scale campaign for the promotion of Khabarovsk NGOs: 19 billboards and city format banners presented six active organizations. Another promotion campaign was held in November 2010. This was the first experience of such a large-scale campaign for this city.

Chelyabinsk

Advertisements in Chelyabinsk were disseminated through Kantsbureau, a network of stationery and office supplies shops, because the partners had good contacts with its owners. PSAs were printed on school copybooks, magazine inserts and cards and posted on the walls of public transport stops. Audio trailers made on the basis of the construction set frame were broadcast for a long time by Our Radio, and videos were broadcast in a multiplex before film shows.

Krasnodar

Advertisements of "IT'S THAT SIMPLE!" project in Krasnodar were aggressively placed since June 2010: videos were broadcast on a LED screen in a shopping mall and later in four multiplexes of "Monitor" network before films began.

E. Events

Events were planned as an important campaign tool because it is only events that can involve people in communication and demonstrate NGOs' work in deeds, not in words. Actions help to draw attention to a project, a website or charitable activities in general, share information about a project with the broadest possible audience, create an opportunity for direct communication with an NGO and develop a dialogue between the audience and an NGO. Numerous events of very different scale were held during the campaign, from local initiatives that united dozens of volunteers to a Federal-level action "Spring Week of Good Deeds" that engaged about 1.5 million people.

Spring Week of Good Deeds

Spring Week of Good Deeds was the campaign kickoff event which was held concurrently in many cities in April 2009. A decision was taken to join efforts under these two brand names in order to draw more attention to actions and involve more people in volunteerism. The 2009 Spring Week of Good Deeds was supported by the State Duma, Ministry of Sports and Tourism and Moscow City Government. Outdoor advertisements were placed in the city, videos and audio trailers were broadcast in the Metro network, minibus taxis, etc. – and all this was the merit of the Moscow Government. Twelve thousand volunteers took part in 178 actions that were held in Moscow during the Spring Week of Good Deeds. An attempt was made to build a new tradition after the Spring Week of Good Deeds was successfully completed, i.e. to conduct a twin action in early December, before the International Volunteer Day (December 5). A series of actions took place in 2009 but attempts to make a new brand name did not succeed despite certain capacity (the traditionally high level of NGO activism in this period). The series of events formally went under brand name "December Week of Volunteers" in 2009 but this initiative was not developed further.

Brand name "Spring Week of Good Deeds" is well known among volunteers and in the NGO community. According to a survey "Public Support to NGOs in the Russian Regions: Problems

and Prospects" (2010), it is one of five best known actions related to philanthropy and volunteerism.

Actions of Spring Week of Good Deeds were held in 2010 and 2011(with support of "IT'S THAT SIMPLE!") in Moscow and across Russia. More than 12,000 people took part in the 2010 Spring Week of Good Deeds in Moscow (about 100,000 during the Program), and more than 1.5 million people participated across Russia.

Events in the Campaign Cities

Moscow

Over 20 events were held in Moscow in total, and tens thousand people participated in them in one way or another. It could be said that some venues have become traditional places of the campaign in Moscow because they hosted actions several times and people were accustomed to looking forward for these events – Ice Cream Day in Sokolniki Park (three times) and a charitable agenda at Afisha Picnic (three times).

Ice Cream Day

An Ice Cream Day has been traditionally held in Sokolniki Park since 1997 before the World Day for Protection of Children and always included a small charitable component (ice cream and gifts were distributed among orphanage children). In 2009 ASI and YES Agency offered a full-fledged interactive program to the management team of Sokolniki Park. The program involved NGOs and included games, master classes, a concert and an alley opening ceremony (benches in one of the central alleys of the park had been ornamentally painted and bore logos of NGOs). This idea was accepted, and since 2009 the charitable agenda was implemented three times during the Ice Cream Day – until the festival itself was discontinued because the park management changed.

The festival was held on the largest scale in 2009. NGO activities were held on four venues in the park and included ornamental painting of park benches that bore information about NGOs; a ceremonial opening of the NGO alley; two areas for games and master classes; and participation in a concert at the main stage. Children from 12 Moscow and out-of-Moscow orphanages and children who are under care of "Podari zhizn" (Gift of Life) Foundation took part in the festival. More than 50 volunteers accompanied these children; volunteers eagerly agreed when they had been invited to participate in the festival. According to ASI's estimates, the festival engaged about 6,000 people.

Ten NGOs took part in the 2010 festival. All activities took part in one venue this time, and this greatly facilitated the festival logistics. We managed to involve corporate sponsors and volunteers (who took care of meals and accompanied children from orphanages). Many volunteers came to the festival because announcements had been placed in VKontakte network. The park management team endorsed fundraising during the festival for the first time.

Fifteen NGOs contributed to the festival in 2011. They joined efforts to prepare master classes, competitions and a concert agenda. As before, children from orphanages took part (about 200 children).

One consequence of "IT'S THAT SIMPLE!" festival in Sokolniki was contact with the park management team that was ready and willing to provide the venue for other actions and for placing advertisements and information about the campaign. In the fall of 2009 ASI planted trees and bushes, thus celebrating its 15th anniversary (about 50 volunteers participated – mostly from friendly NGOs). It held a winter action "Are You A Philanthropist?" in February 2010 in order to draw attention to a web-based competition of volunteers' stories "Being Is That Simple…". More than 1,000 people took part in the winter action. They answered questions of a sociological express poll and received information about the project. The poll showed, by the way, that most people take part in charitable practices without realizing that this IS philanthropy.

Afisha Picnic

Afisha Picnic had its first charitable agenda in 2009. ASI's initiative to hold this festival found good response in the team of Afisha that wanted to organize it in line with international standards, i.e. with a charitable component and access for the disabled people. In 2009, Charity Village (a philanthropic venue of the Picnic) presented five organizations that offered a diverse agenda (movies, souvenirs, a "Day without a Car" action and others). The most popular activity was building of a "school" from footwear boxes for "Bolshaya peremena"/Big change") foundation whose mission is social adaptation of orphanage leavers. About Rub 50,000 were collected during this activity.

Afisha invited ASI at its own initiative to conduct a charitable venue at the Picnic in 2010 and 2011. The 2010 agenda was based on a "Charity Garden" concept ("tender but beautiful sprouts of philanthropy"). Eleven NGOs took part in this event; they managed to raise all together Rub 250,000. It should be noted that organizations which were able and willing to demonstrate original creativity and readiness to socialize with the visitors managed to raise the largest amount.

Twenty-four organizations held various activities in 2011 on the platform "Charity as a Part of Life." Afisha offered a pavilion for these activities in the central area, not far from the main stage. The activities raised Rub 500,000.

Good relations with Afisha make it possible for ASI to place advertisements and announcements of its actions in the company's magazines and on websites that are very popular in its target audience. To date, philanthropy at city festivals has become common practices for the "advanced" audience – at least in Moscow. But the trend setter and leader in this area is Afisha. The charitable agenda at Afisha Picnic becomes increasingly more interesting every year. This is an opportunity for organizations to communicate with their audiences directly, demonstrate their creative approaches and experience to work together on the same platform (but this work should not look as if organizations compete with each other).

Fun & Charity fest

Festival Fun&Charity Fest is another interesting initiative that was implemented twice with support of "IT'S THAT SIMPLE!" The festival was initiated by the agency of sports communication 360SCA as city event for "stylish, merry and simply pleasant young people who like to get together and have fun." Fun&Charity Fest is not a purely charitable festival but when people are having fun they can learn about the activities of charitable organizations (charity)

and find out how they can help. The festival was held twice. The first time it was very successfully conducted in ARTPLAY design center on December 5, 2009 (17 NGOs participated; they offered more than 1,000 visitors various interactive venues with interesting activities, from collecting small coins as donations and tasting of ecologically pure products to riding on wheelchairs, fundraising, lectures on several interesting topics related to philanthropy, a series of master classes and a flea market which sold design pieces. At "IT'S THAT SIMPLE!" platform visitors could have access to its website and receive answers to the most frequently asked questions about how and who they can help to. One of the major problems was how to encourage NGOs to "speak the language of the audience" and tell visitors how they could be useful to such NGOs. This is why a decision was taken to pay more attention to giving space for communication between NGOs and prospective volunteers when preparations were made for the second festival.

The second festival was held in August 2010 in the open air and was very well designed stylistically: it had a consistent concept and decoration, and information about the work of charitable foundations was naturally and unobtrusively integrated in the entertainment platforms so that visitors could decide for themselves how they should use it later. Regretfully, the festival program had to be severely curtailed because of bad weather, and the festival ended earlier than expected. Yet, more than 1,500 visitors took part in the festival held in the rain (although the attendance rate was much lower than expected, people came to the festival despite pouring rain). Almost 300 books and 8 large boxes of clothes and other items were collected during five hours of the festival, and more than 350 stickers were sold. The proceeds were distributed among participant foundations. More than 40 people enrolled as volunteers. About 30 volunteers took part in the preparation and festival.

A Soul Bazaar
The "Development Group" company approached ASI with a proposal to hold a "Soul Bazaar" (a charitable Christmas fair) together. As in the process of preparations for Fun&Charity, ASI coordinated all issues related to participation of NGOs and was also responsible for information support. Preparations for the event began in August 2010 and continued systemically and on a large scale: meetings and trainings were held regularly in order to improve NGOs' communication and marketing skills so as to make the bazaar a truly captivating event. The bazaar was held on December 19, 2010 at Aerostar Hotel. Its agenda included a sale of hand-made items, master classes for children and adults, a cooking show and a program for children. Another activity which worthy of mentioning was the collection of gifts for foundations' beneficiaries. Before the New Year people usually feel a stronger need to give presents to orphanage children, hospital patients, etc., and NGOs that help these institutions know their needs very well. This is why "IT'S THAT SIMPLE!" website posted a wish list which included (besides toys) clothes, personal care items, etc. not only for children but for adults as well, including elderly and homeless people. The bazaar guests brought many presents and they all corresponded to the wish list. Organizers were happy about this because people had read the

message and took efforts (albeit small ones) in order to make a good and useful deed. Thirty NGOs took part in the bazaar and were very pleased with this action which became the largest event of this kind in Moscow. NGOs managed to raise about Rub 1 million in total. Development Group held the 2011 Soul Bazaar on its own but ASI held a talk show "Intimate Talks" during it, thus adding to the festival agenda and opening its conference "NGOs: An Open System?"

An animation ecological festival "Animal Stories" was another event which ASI conducted in Moscow during the campaign. ASI held it twice in partnership with IFAW in "35 MM" movie center on the World Animal Day. Another event - the concert favor of blind and visually impaired musicians, held in partnership with the Studio Dialogue. Besides, ASI held a family charitable fair Christmas at Vinzavod (this action is worth mentioning because it had been prepared in a couple of days in rather pressing circumstances).

Barnaul

The first volunteer actions in 2009 and early 2010 in Barnaul were mostly related to environmental protection, aid to children in hospitals or orphanages, to elderly citizens and war veterans, and with blood donorship. An anti-AIDS festival of social rap was held in Barnaul in December 2009. The festival participants were able to see performance by the best Barnaul rap groups, learn about activities of NGOs and take part in master classes. Sixteen NGOs participated in the festival.

Year 2010 began with the presentation of a calendar "Faces of NGOs" in which 12 most active organizations were presented. The calendar was sent to the government officials, company executives and journalists. An exhibition was held in March 2010, organized together with the Union of Collectors.

The largest-scale action of the campaign, a charitable festival "Hearing Is That Simple," was held in Barnaul in August 2010. Its mission was to collect funds for hearing-impaired children. The festival was organized in partnership with the Altai Children's Fund and became a very visible event. It attracted numerous partners including high-level government officials such as the Governor, heads of the regional public chamber, etc. A very well known group Zemlyane and other popular groups sang at the concert in the city park, and the Governor participated in the festival. The fundraising marathon collected almost one million rubles. According to the festival organizers, the marathon brought philanthropy in the Altai krai to a new level: the Governor's assistance made philanthropy a "more socially approved" and prestigious activity. Besides, the festival strongly improved the reputation of Young Journalists of Altai as an organization which is capable of running a large-scale successful event.

Another activity area in Barnaul is the development of activism at the local level and cooperation with the community governance teams. The first joint action was a small open air festival "Being Neighbors Is That Simple" that was held in late summer of 2010. Its agenda included a photo exhibition, a cooking show and stories about opportunities to demonstrate one's abilities through NGOs and community governance teams.

Nizhny Novgorod

Nizhny Novgorod was one of the first cities to replicate the experience of a charitable festival "Kind Peter." The idea of a festival "Kind Nizhny" appeared in 2009, and website http://www.dobry-nizhny.ru funded by the Program was launched for it. Information materials were designed and printed, such as a map "Kind Nizhny" with addresses of participant NGOs that needed people's help. An announcement of the festival was placed on the utilities bills that all citizens received. The festival became a traditional event in the city: it is now held every fall since 2009. The festival has been traditionally supported by the city government (which takes great pride in it now in 2012) and by the local celebrities (increasingly more pop stars and famous sportsmen who were born in Nizhny Novgorod put their photos on the outdoor advertisements of the festival. The city major has been head of the festival steering committee since 2010 (the second festival consisted of 15 actions in which 20,000 people participated, including the mayor himself and other high-profile city officials).

"Charitable Seasons" is the spring charitable action which was also launched as part of the Program and became a tradition in the city.

The third action that also became a tradition because of the Program is a fair "From Nizhny Novgorod Citizens to Children." It is held around the International Children's Day. The fair presents Nizhny Novgorod NGOs that address children's problems and outlines their opportunities and needs to have support.

Khabarovsk

In general, Program activities in Khabarovsk cannot be seen as large-scale and active. The Program coordinator said the reason was in the city government's attitude and passivity of local NGOs. ASI believes that one of the main reasons was insufficient experience and enthusiasm on the part of the partner organization. Most campaign actions held in Khabarovsk were part of events held by other organizations and did not have broad response. Directory "Kind Khabarovsk" with information about local NGOs was published in 2010. A charitable concert of guitar poetry was held in the same year.

Chelyabinsk

Exhibitions of lost and found dogs were regular during the campaign. They have been held since 2009 almost every weekend in partnership with the Ural Humanitarian Society. Over 480 pets were adopted as a result of these exhibitions.

"Marathons of Good," i.e. charitable festivals that were held several times with Our Radio in Chelyabinsk became rather large-scale and visible events. Several organizations took part in them. "Marathon of Good" has a long-term effect because it gives a chance to come to know organizations personally and learn about them from radio programs and advertisements.

Krasnodar

The campaign became active in Krasnodar in 2010 only, after the partner organization had been replaced. The initial partner was Krasnodar city association of university graduates. This organization had long-lasting relations with ASI and a good reputation as an information partner but it was not fully coping with the campaign-related responsibilities that required large

resources. Several actions and debates were held in 2009-2010 and a collection of articles about traditions of philanthropy in the city was published.

A new partner for the campaign in Krasnodar was selected in the spring of 2010 – an autonomous nongovernmental organization "Svoya Trajectoria." It is a new organization that intended to develop volunteerism and philanthropy through socio-cultural projects. Albeit this is a young organization, it is headed by Svetlana Rubashkina who is very well known to ASI and has sound reputation. The campaign in Krasnodar resumed in June 2010 with a photo exhibition "Responsibility of the Strong" about philanthropy practices.

Festival "Kind Krasnodar" was held in the city for the first time in 2010 on the City Day. The city mayor gave a welcoming speech. The festival ran for two months as a series of (30) volunteer actions in which more than 300 people took part. The result of this festival was better coverage of volunteerism and NGOs by the media and an increased number of NGO volunteers.

Arkhangelsk

Although Arkhangelsk was not on the formal list of the campaign regions, the Program partners (Guarant, a strong resource center in the region) began conducting actions in which they used "IT'S THAT SIMPLE!" tools at their initiative. In the spring of 2010 volunteers began with a mini-poll of citizens. They asked people what they know about organizations that worked in the city. The poll showed that citizens know very little about such NGOs but almost a half of them (40%) want to help them. Guarant decided to give them such an opportunity by initiating charitable marathons. The first such marathon was conducted on the occasion of Victory Day in May 2010, then festival "Kind Arkhangelsk" was initiated.

Kaliningrad

On the whole, the activism level in this region was not very high although interesting events were held both in Kaliningrad and in the oblast cities (Mamonovo and Gurievsk). A series of charitable actions began in early 2010 and later evolved into festival "Kind Kaliningrad." One of large-scale actions was a festival "Clear Sky" in August 2010. Its agenda included start of an air balloon, a concert and an awareness-building program. The festival was not completely successful, however, because of bad weather but it achieved its goal: it raised the funds that were necessary for rehabilitation of the disabled children. A charitable quest was held in the fall of 2010, and a map "Kind Kaliningrad" was made for this event.

St. Petersburg

St. Petersburg was not among the campaign cities but interest in this project has always been strong, as could be seen by the number of users from this city. A fair "St. Petersburg People to St. Petersburg City" was held in November 2010 with support of "IT'S THAT SIMPLE!" with 50 participant organizations and more than 2,000 visitors. The fair was held in the specially constructed interior of a cardboard city; Carbordia project was involved for this event. The fair agenda included master classes, film shows, presentations of projects, consultations for citizens and an exhibition of NGOs.

F. Franchising

In 2011 ASI decided to change it approach to the selection of partners and use social franchising model for implementing campaign in regions. ASI employs the franchising strategy in its relations with its partners - regional news bureaus, but used it for the first time for implementation of independent project under an umbrella brand. This decision was taken after ASI had analyzed all strengths and weaknesses of the campaign. The "It's That Simple!" campaign was appropriate for this technology because there was a ready program to replicate, a promoted brand, piloted standards and a central agency to provide support and training.

Benefits of social franchising technology include the following as compared to independent implementation:
- Faster and more uncomplicated expansion of projects because of better coordination and more resources,
- Consistent appearance of the system and individual units facilitates the building of reputation, trust and system awareness;
- A network of individual units enables standardization and consistency among units;
- Network benefits, such as public support due to backup of large network, systematic transfer of know-how to partners and benefits through economies of scale and scope;
- Better control of agents and their quality.

As compared to a hierarchical strategy:
- Franchisees can be easier adapted to the local specificities than subsidiaries of a large organization;
- They have higher motivation because they act as independents actors;
- They have more autonomy and flexibility for being creative and innovative as compared to conventional employers;
- They can easily attract volunteers and local partners because they are more flexible.

Participants in social franchising remain independent but they enlarge synergy by contributing and sharing their contacts, networks, and influence to the common project. But along with all these benefits there are hidden agendas – difficulties and risks than can appear. ASI avoided all typical risks of social franchising (risk of changing the initial mission in the process of adapting to other specificities; difference of interests of franchisor and franchisee; risk of negative reputation) but it could not avoid one of them, i.e. the difference of interests. In some cases there was some from the initial tasks of promotion of volunteering as a whole and strengthening the umbrella brand in favor of focused attention to one certain issue and certain brand of a partner. But this difference did not conflict with the goal of the Program and campaign because the main idea (promotion of volunteerism through opportunities to participate in certain NGO projects) remained.

A decision was taken to run an open competition of projects, and criteria were drafted for this competition. It was held in February and March 2011 and received 91 proposals from 31 regions. A decision was taken to support 13 projects.

Thirteen small projects were supported within the campaign. The implemented projects could be classified in the following way:

1st type: charity/ volunteering/local activism city (open air) festivals that were held in Archangelsk, Penza, Nizhny Novgorod, Samara, Barnaul and Pskov.

The common features of all these projects included:
- The concept of a city-wide event for a wide audience,
- Participation of several or many NGOs under a single brand,
- Various beneficiaries,
- Advance preparations as a self-sufficient process;
- Fundraising from local resources;
- Using a wide range of tools of social advertising; PSAs, outdoor advertising, BTL, etc.

All these projects were closely linked to the communication strategy of "IT'S THAT SIMPLE!" campaign, and almost all of them were conducted by long-established partners that had experience in implementing the campaign in their regions. All these projects were fruitful and have a capacity for being developed as traditional and long-term projects.

Archangelsk
The charity marathon "Kind Archangelsk" was aimed at raising private donations and providing service to socially deprived people in Archangelsk and region. The marathon included 8 events for different target groups. Over 30 trained volunteers were involved in the organization of those events, and 15 partners (local businesses and local authorities) supported the marathon. The total amount of raised donations during the marathon was 440 K rubles.

A set of advertising products were produced and disseminated for the marathon (PSAs, posters, leaflets, banners, etc). There was also a new website http://www.dobro-da.ru with complete information about the project and short documentaries that can be used as educational material for those who want to replicate the project: http://www.dobro-da.ru/site/index.php?option=com_content&view=article&id=103&Itemid=18. All these resources can be used in future. In December 2011 the Lomonosov charity ball (Rub 197,700 were raised) launched the "Kind Archangelsk" season for 2012.

Krasnodar
'Kind Krasnodar" was a marathon of volunteering events with over 400 volunteer participants. Its events (children fests, concerts for veterans, ecological and donorship events) were initiated by various NGOs and youth organizations. A contest of social advertising "It's that simple to be kind" was a part of the festival; 20 applicants from Moscow, Krasnodar and Gelendzhik submitted 50 works. The shortlist (20 works by 15 participants) is available here http://www.sv-traektoria.ru/pages/505. The festival began at a special site on the City Day in September and was attended by over 5,000 citizens. The news coverage was good, with more than 20 news items about festival events and heroes.

Nizhny Novgorod
The Fair "From Nizhny Novgorod Citizens to Children" was held on June 4. It was an interactive site with creative workshops, field events and exhibitions. In 2011 the Fair was organized for the second time. This time its goal was not only to inform the citizens about services provided by NGOs but also to involve citizens in volunteerism and charity. More than 90 volunteers participated in organizing this event that was attended by 300 citizens. The city administration and local businesses became partners of the Fair. The main effect

was stronger interest of citizens to activities of NGOs. Advertising products that had been made for the event will be used in future as a tool of cooperative promotion of NGOs in the region.

Penza

The City festival "Kind Penza" was held on June 12 with participation of 40 NGOs. It was supported by the city government and 8 local businesses. The festival was attended by more than 3,000 citizens. The organizers noted that those NGOs that had prepared for the event properly and had been active after the event had a significant inflow of volunteers. Those who had participated without serious preparations faced a significant inflow of clients. One of important outcomes was a growing number of web-based volunteer groups. Now they can benefit from opportunities provided by the umbrella of the Civic Union foundation but they remain independent. Another important result is awareness of the need to have direct communications with the community and perception that citizens are one of NGOs' stakeholder groups. The third outcome (which is important for the whole brand) is increased inertest in the site from Penza: according to web analytics, Penza was the 3rd in the rating of cities that demonstrated the highest interest of visitors.

Samara

The city festival "It's That Simple" was the central event of the project. It took place on September 17. The festival also included the development of a webpage and volunteer network and a charity concert in November. More than 50 NGOs took part in the festival that was attended by more than 3,000 citizens (Rub 200,000 were raised). The festival was supported by 2 large companies. According to organizers, the festival was a success and they are going to make it traditional. For example, the next festival will be held during the City Holiday in late May, then in July and before the New Year (it will be a charity fair like the Heartwarming Bazaar in Moscow). One of the outcomes is similar to those from activities in Penza, i.e. a significant inflow of www.talk-prosto.org visitors from Samara (the 4th place in the rating).

Barnaul

The aim of the project was to involve Barnaul citizens in local activism at the local level and introduce activities of the municipal community government. This event was supported by the municipality. Due to the project the citizens learned what they can do with the municipal community government and how can they participate in the life of the local community. The central event of the project was the "Family TOS Olympics" under the slogan "It's that simple to do good by the whole family". Eight municipal community government bodies took part in this event that was attended by 300 people. The media coverage was over 50 news items.

Pskov

A charitable marathon for the benefit of orphans was held in Pskov in spring. The central event of the marathon was the Easter charity event 'Good Heart" which took place it several trade centers. More than 100 volunteers participated during organization of the event. Local businesses supported the project.

The outcomes of the charity event were Rub 141,684 and 18 big containers with children's toys and goods. According to the partners, the project was a success and had public response. One of its main outcomes was a significant inflow of volunteers. Many young volunteers who took

part in this project were eager to participate in 2012. All advertising products will be used in future events.

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The second type of projects includes projects that focus on raising awareness about one issue and particularly on strengthening of a partner NGO brand. They were implemented in Voronezh (Youth Human Rights Movement), Moscow (The Mother's Right foundation, Sophia foundation) and St. Petersburg (Poteryashka NGO).

Many volunteers were involved in these projects but their scale was more local and their tasks more modest than in the 1st type projects. On the other hand, the core issues of these projects were from the list of "unpopular" and difficult ones. This is why their partners should be more sophisticated in building and enhancing their constituency than those NGOs that focus on children-related issues.

Voronezh

The project «You Are Approached by a Policeman: Your Rights" helped to involve volunteers and activists in development of new materials related to communication between citizens and policemen. The project began with analyzing and testing the target audience of similar products that are implemented by other NGOs. Pocket-size leaflets or booklets with very short texts were considered to be the best appropriate products for the target audience. The activists also examined the new law "On the Police" to identify the key issues in order to focus attention on them in the materials.

Materials and visual images were developed by a working group of 13 activists and volunteers. They tested drafts at focus groups (17 young people from 5 regions) and produced a set of 4 products: a leaflet "Your right to a telephone call" (5,000 copies), "A policeman's badge" sticker (9,000 copies), booklet "If you are arrested by the police" (4,000 copies) and a passport inset "You are approached by a policeman. What should I do?" (4,000 copies). All these products are available for download on the website of the Youth Human Rights Movement: http://yhrm.org/work/prosvetitelskie_materialy_po_obshcheniyu_s_politsiei_v_rossii.

Besides, they were disseminated through the mailing lists of the Movement, activists' mailing lists, mailed out by request, and distributed at events organized by human rights NGOs.

Activists (more than 100 volunteers from 10 cities) also participated in the international event "The Best Police Department" and examined local police stations. This activity was initiated by Altus alliance and supported by Indem foundation. Volunteers raised their awareness about the police's work with citizens and improved their skills as civil controllers. Later some participants became regular civil control volunteers at the Youth Human Rights Movement.

Moscow

The project "**Justice for All – We Need A Different Army"** implemented by the Mother's Right foundation helped to break stereotypes that charity is necessary only for children. The outcomes of this project for the foundation were rather good: the amount of private donations rose twice in comparison with the previous period, the number of visitors of websites rose three times, and 53 new volunteers joined the foundation.

Volunteers designed an advertising campaign "Justice for All" and tested various tools (context advertising, adwords, banners, street surface stencils, and printing of advertisements on bills). The campaign was launched in September, at the beginning of the army recruit campaign. The street surface stencils were printed in the locations with some relation to the army recruit campaign such as military commissariats. The campaign had one unexpected outcome (media exposure): advertisements near the Moscow military commissariat were erased.

The combination of visual style and guidelines of the campaign with the foundation's tragic field of concern was a big problem for implementers. It took a lot of time to discuss it and find mutually acceptable solutions.

The project was a good opportunity to test new advertising tools and apply them successfully. The foundation executives decided to continue advertising as a regular activity.

The Point of kindness by "Sophia" Foundation

"Sophia" foundation held a series of public events that focused on raising awareness about gerontology and volunteer aid to elderly people. These events were designed first of all for the young active people – students or employers, and took place in cafes, coffee houses, cultural centers and night clubs. There were presentations and postcard writing events (a special postcard was designed for these events). The outcomes included an inflow of regular volunteers and website visitors. The foundation holds trainings and seminars for people who are willing to become volunteers and support lonely elderly people.

St. Petersburg, Poteryashka

The project was a timely complement to the startup of the moving exhibition of stray pets in St. Petersburg because it was an opportunity for decorating a van and trailer according to the campaign guidelines and project tasks and for producing a set of dissemination and advertising products (leaflets, flyers, PSA) to attract attention to the exhibition. The PSA was created based on the campaign template. http://video.yandex.ru/users/poter1996/view/3/

The drive of the trailer with pets from the shelter became regular in St. Petersburg since October 2011. Eighteen pets (10 dogs and 8 cats) found new masters, and Poteryashka NGO obtained new volunteers.

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The third type of projects included projects aimed to develop volunteerism and focus on particular target groups: "All Together" (Moscow) and "Good Office" (St. Petersburg). They promote volunteerism in general but not in the format of a city festival for the broad public but in the format of a longer-term project for a narrower target audience.

Project "They're Nearby" was implemented by the charitable assembly "All Together" in partnership with the center of documentary photography Fotodoc. It included several photography exhibitions complemented by master classes and seminars on social topics.

Two photography exhibitions were held at the Sakharov Center during the project: "Private Holiday" (a collective exhibition) on May 21 and "Tuberculosis" (photographer – Maxim Dondyuk).

September 15: exhibition "Bator" by Dmitry Barkov was held in Ulianovsk.

More than 500 visitors saw exhibition "Private Holiday" dedicated to the Victory Day (May 9). During the exhibition V. Khromov conducted a seminar on volunteerism with sixteen people. Brochure *Ten Lives, Ten Stories* which includes materials collected by a volunteer group "Starost v radost" ["Old Age is Not Sad Age"] was presented at the seminar. These are ten life stories of babushkas who had survived the Great Patriotic War, celebrated Victory Day when they were still very young girls, and are now alive. A seminar on how to raise funds for social projects was held by Ekaterina Bermant; 24 persons took part.

Maksim Dondyuk's exhibition "Tuberculosis" had 330 visitors, and 65 people attended the seminar which he held during the exhibition. The "White Flowers" event was held concurrently with the exhibition (there was a tradition in pre-revolutionary Russia to have the White Flower Day when donations for anti-tuberculosis fund were collected). We restored this beautiful tradition and gave out white flowers for a token donation (the flowers were provided for free by a wholesale vendor). The contributions collected during this action were donated to Petrozavodsk TB Hospital (http://belozerova.livejournal.com/251500.html).

The main goal of this project was to forge communication between charitable organizations, volunteers and professional photographers. Website http://fotofond.org was constructed for this. It displays the results of cooperation between photographers and charities. Sixteen photography projects are now in progress.

Good Office

Nineteen companies took part in the project. They said they wanted to develop corporate social responsibility and corporate volunteerism among their employees. Eight of these companies held charitable events during the "Good Office" competition. Three companies won this competition: Citi Bank, Rezidor group of hotels and Optogan. During the project 372 corporate employees took part in charitable activities and held 20 philanthropic events that provided assistance to the socially vulnerable people in St. Petersburg. At least 500 socially vulnerable citizens received aid from corporate volunteers. The "Good Office" project was covered in 15 media publications. As a result of an awareness-building campaign (advertisements in shuttle buses, dissemination of leaflets and posters with information about corporate volunteerism, actions, media publications, personal communication with businesses) at least 10,000 citizens and at least 200 businesses were informed about opportunities for charity. Organizations that were unable to hold actions during the term of the competition will do so soon. They were assisted with finding institutions that would be ready to cooperate with corporate volunteers.

Youth Initiatives for Mother Horse

Awareness-building and information sharing materials were produced during this project, and several actions were held to involve volunteers in the project "Youth Initiatives for Mother Horse" (presentations for journalists, information sharing actions for citizens). The project demonstrated the solution of the problem requires more than mere sharing of information about the problem through actions and media and that some other – and unusual – solutions

are required. The work will continue next year, the particularly because all materials (leaflets, stickers, 'Place-Your-Face' Stand-In, horsecloth and info billboards) are ready. A video about the project is available on: http://www.zvezda74.ru/programs/mother-horse/

Difficulties in Using the Franchising Technologies

One of the typical difficulties of social franchising is related to monitoring and evaluation: abstract ideas and achievements and extremely difficult to quantify (this is typical for evaluation of any social projects). Performance indicators were included in the project from the start, and this is why the difficulty related to evaluation was eventually overcome. However, ongoing monitoring was difficult to conduct at times, the more so that some partners were loose on providing current reports.

Another common difficulty is related to standardization, and ASI faced it in many cases: different levels of knowledge, skills and ambitions, as well as fear to become less flexible, were reasons of NGO's failure to understand the importance of compliance with standards. Two thirds of projects complied with the standard prototype "It's That Simple!" (open events, advertisements and information materials were designed in the proprietary style), in other projects there were some deviance (but not sensitive for the project goals). Some projects faced problems with the quality of advertising products and compliance with the overall visual style of campaign; it took much time and efforts to smooth these problems.

Lessons for implementation of this technique in the future:
– The key components of "It's That Simple!" project should be unified so that the prospective partners would understand the rules of play.
– Project participants should be educated and trained in order to ensure high quality of work.
– The quality should be monitored continuously, there is a need to coordinate, teach, be responsible for compliance with all procedures, logistics, finance and for the whole network. Resources should be provided to the franchising, so that the system will be well-established and could have everything that is necessary for its work.

3. Component II

Enhance public trust and public confidence in the NGO sector. Build horizontal links within the NGO sector to partner with organizations focusing on high NGO performance standards and mobilization of broad-based public support

Planned activities:

– Develop practices of annual reporting and other ways for improving NGO transparency and accountability.
– Publish methodological guides and provide expert-level assistance in the advancement of effective governance practices.
– Develop practices for implementation of basic principles of NGOs.
– Conduct a series of events where NGOs would share their best experiences.
– Design a module-based program and conduct distance learning courses for NGOs on such topics as transparency, accountability, management and raising of private donations.
– Conduct a series of on-site teaching events for NGOs and trainers on methods of improving their transparency and accountability.
– Conduct a cross-regional conference on issues of NGO transparency, accountability and self-regulation.
– Exchange information between NGOs participating in the Program and NGOs that seek to become accountable and transparent.
– Distribute information among Russian NGOs that are not involved in the Program about all Program initiatives, achievements and events and bring this information to external target audiences.
– Russian NGOs to take part in international initiatives on NGO transparency, accountability and self-regulation.
– Russian NGOs to initiate the development of reporting rules consistent with the global guidelines of GRI (Global Reporting Initiative).
– Build a network of NGOs that want to follow high performance standards and remain accountable and transparent for their stakeholders (the network to include signatories of Basic Principles for NGOs).

The director of this component believes that the Program managed to achieve its main goal in this respect, i.e. to include the issue of public trust in the work of NGOs in the agenda of the Russia nonprofit sector; issues of transparency, accountability and communication with stakeholders became an object of discussion, and their relevance for NGOs has broadly increased. The following activities were the most successful ones:

– Methodological tools on how to build public trust in NGOs ("trust meter," workshops, distance learning courses, methodological guidance brochures, training for trainers, etc.). The distance learning courses proved to be the most successful format because it made teaching of NGOs a truly Russia-wide activity.
– Training internships in which far more NGO staff members took part than had been planned. This is because organizations covered part of the teaching costs. Internships helped to replicate the "Kind City" festival based on ideas of St. Petersburg charitable festival "Kind Peter." Coordinators of "Kind City" met in February 2012 to summarize their experiences. They took a decision to launch one information-sharing resource that would summarize

experience (e.g., post regional maps of Kind Cities) and communicate the general principles of this nascent movement.

– The national competition of public annual reports "Starting Point" is now held regularly. Its evaluation showed that many organizations learned about public reports from the competition. Annual reports are now filed by 68% of the polled NGOs (406 NGOs from 52 regions). The number of competition participants has increased substantially during the Program. The competition was supported by the Ministry of Justice, Ministry of Economy, RIA Novosti and several companies that sponsored its nominations.

Partners in the regions (trainings, round table sessions and internships):

– North-Western Federal District: Arkhangelsk oblast, Arkhangelsk, Center for Support of Nonprofit Organizations "Garant," Director Marina Mikhailova (http://www.ngo-garant.ru/).

– Volga Federal District: Nizhny Novgorod oblast, Nizhny Novgorod, Association of Nongovernmental Nonprofit Organizations "Sluzhenie," coordinator Oksana Tazhirova (http://www.sluzhenye.sandy.ru/sl/engl/index1.html).

– Siberian Federal District, Novosibirsk oblast, Novosibirsk, Siberian Center for Support of Public Initiatives (SCSPI), Director Elena Malitskaya (http://cip.nsk.su/fund/AboutUs/index.html).

– Southern Federal District: Krasnodar krai, Krasnodar, Southern Regional Resource Center (SRRC), coordinator Igor Likhovid.

– Far Eastern Federal District: Khabarovsk krai, Khabarovsk, Khabarovsk krai charitable nongovernmental organization "Zeleny dom" ["Green House"], Director Sergei Pleshakov, coordinator Valentina Kudryashova.

Information partners in the regions:

– Penza – Penza regional nongovernmental charitable foundation "Civic Union."

– Saransk – Saransk city nongovernmental youth organization "Youth Information Agency."

– Ulianovsk – nonprofit organization "Regional Information & Resource Fund."

– Murmansk – regional nongovernmental organization "Murmansk Association of Female Journalists."

– Irkutsk – Irkutsk city nongovernmental organization "Civic Information Initiative."

– Kemerovo – nongovernmental organization "Kuzbass Center 'Initiative.'"

– Krasnoyarsk – Krasnoyarsk regional nongovernmental organization "Agency for Public Initiatives."

– Tomsk – Tomsk regional nongovernmental organization "Union of Children and Adults" (interregional center "Tomsk-Media").

– Ulan-Ude – republic-level nongovernmental organization "Firn Club."

– Yekaterinburg – nonprofit partnership "Agency for Social Information – Ural."

– Vladimir – Vladimir oblast nongovernmental organization "Voluntary Association of Nonprofit Organizations."

– Kaluga – Kaluga oblast nongovernmental organization "Budem zhit" ["We'll Live"] that promotes healthy way of life.

– Khabarovsk – Khabarovsk krai charitable nongovernmental organization "Green House."

Activities

A. Drafting of application practices for "NGO-Coordinates" (the code of basic principles for NGOs):

"NGO-Coordinates" is the code of basic principles for the Russian NGOs and the first initiative of the NGO community in the field of self-regulation. The document drafted in 2007 by 660 nonprofit organizations (770 people) from 21 Russian regions.

The mission of "NGO-Coordinates" is to create an environment for self-organization of the sector and promote the "image of an NGO" which has been shaped by the nonprofits themselves and not imposed externally. Principles that were included in this document are not prescribed by law, contracts with donors or commitments to the authorities. They are self-restrictions which NGOs agreed to follow on their own and do so voluntarily because these principles help them to be understandable for the public. Furthermore, these principles will help them to implement their mission more effectively in the future. The principles include public benefit; freedom of activities; cooperation; rule of law; democratic governance; self-control; openness; responsibility; and equality.

Thirty-five well-known Russian NGOs signed this document in February 2008, then 258 other NGOs and 40 public figures joined the initiative. The document is available for signing: http://www.nkozakon.ru/coords/join/

NGO-Coordinates were expected to become the core initiative for further steps in self-regulation. The Program participants discussed such possible steps. The U.S.-based Charity Navigator portal (http://www.charitynavigator.org) was perceived as the vector for the development of this initiative. But the candidate of an organization which should become such evaluator and navigator remains an unresolved issue at this point. Self-organization in the community of professional NGOs is not a rapid and obvious process. Its manifestations are in most cases related to critical points, such as tougher legislation, tax increases and other, and it requires support. But NGO-Coordinates played a very important role because of the very fact they appeared after a broad discussion. They become the basis for the development of more advanced initiatives, such as codes of ethics of NGOs or their networks. One of them is the code of ethics for ASI network. Adopted in 2011, it became the basis for the code of Nizhny Novgorod Center of Active People, and fund "Focus-Media" is considering it as an acceptable model for its coalition.

B. Collection of Best Practices Related to Trust in NGOs

The best practices in the fields of transparency, accountability, collection of private donations and self-regulation that Russian NGOs have been using were collected at the initial stage of the

Program in order to build its methodological basis. Twenty cases were collected in this process. They were not published as a separate document but became the basis for seminar agendas, trainings and materials.

C. "Starting Point": a Competition of Annual Reports

A competition of NGOs' annual reports "Starting Point" was included in the Program activities. This was reasonable because it helped to join efforts and promote the ideas of NGO accountability in the regions. Throughout the Program its regional coordinators took a lot of efforts to inform NGOs about the competition. The Program helped to make the competition a periodic event, while the competition, in turn, was a good instrument for convincing NGOs that preparation of public reports was entirely in their interests even though it required certain resources. The changing number of reports submitted to the competition shows that information-sharing and persuasion efforts were successful: 53 reports came to the competition in 2008, 96 in 2009, 129 in 2010 (only 79 of them were consistent with information disclosure standard), and 112 in 2011 (106 conformed to the information-sharing standard).

The competition steering committee and evaluation panel saw the quality of reports improved over these years, and this is also one of the Program's merits. In spring of 2008 the Center for the Development of Nonprofit Organizations published 500 copies (plus a web-based version) of guidance for preparation of annual reports, and this guidance was very popular with NGOs. A series of seminars for NGOs on how to make annual reports was conducted in 2009 with support of the Civic Chamber; they supplemented Program-related seminars. Since 2010 current and prospective participants in the competition had a chance to consult on issues related to the preparation of reports; this could be done through the NGO Portal. A decision was taken in 2010 to introduce the minimum disclosure standard for the competition participants. This standard was a set of items that must be disclosed in the reports, such as an organization's name, mission, contacts, information about directors/managers, governance structure, regional offices, forms of work with volunteers, information about activities and their outcomes, and financials (income and expenses). Besides, a decision was taken that only electronic versions of reports would be accepted from 2010. Every year the steering committee added new nominations – not only thematic ones but those that encourage various useful practices, e.g. "For feedback from stakeholders," "For monitoring," "For performance evaluation," etc.

In 2011 the competition itself was evaluated with support of the Evolution&Philanthropy company: a poll of experts was conducted, and participants were polled. Recommendations were made to continue this practice. Methodology that has been developed for evaluation of proposals could be used in the future. The 2011 competition was also supported by commercial sponsors and Federal ministries (Ministry of Economic Development and Ministry of Justice); support of NGOs largely depends on these ministries.

In 2008 the Program prompted an idea to hold regional competitions and make aggregate reports about NGOs' work in the regions. This idea was implemented successfully in 8 regions: Krasnodar, Krasnoyarsk, Perm and Khabarovsk krais, Arkhangelsk, Kemerovo and Nizhny Novgorod oblasts and in St. Petersburg.

D. Expert Program

The "expert program" was implemented in 2008. Its goal was to incorporate the values of transparency, accountability and democratic governance in NGO practices. The program focused, in the first place, on those organizations that face difficulties with having advisory assistance or training because of their remote location or because their region does not have a resource center. The program was to provide expert assistance to such NGOs in the following areas:

Transparency / openness (establishing of external evaluation or rating of an NGO by beneficiaries, media or citizens; development of an evaluation system in an NGO; "open houses"; writing and distribution of an annual report, fundraising reports, etc.).

Sound democratic governance (proactive work of the managing board and/or board of trustees; whether there is a system of working with the organization's members; a democratic system of decision-making in the organization (especially if it has many members) – a system of initiatives and feedback and clarity of procedures; needs assessment and participation of citizens / target groups at different levels of decision-making; taking their opinions into account, etc.).

Self-regulation in the NGO sector (codes of ethics, professional and various other codes that apply to the whole sector or its parts; various practices for public evaluation or peer evaluations; successful temporary coalitions; alliances that address issues which are important for the sector in the region, etc.).

Collection of private donations / trust-building fundraising (reports to private donors and system of relations with them; system of working with the organization's supporters (permanent donors); a comprehensive donor recognition system, etc.).

Experts with unique experience of working in NGOs, consulting and conducting training events took part in the expert support program. They included members of the working group that drafted the code of principles for NGOs ("NGO-Coordinates"), heads of well-known resource centers and NGO associations, outreach specialists, experts in how to work with NGO staff, professionals in organization of public campaigns through NGO coalitions / alliances, etc.

Expert support was provided in the form of consultations to NGOs and participation in events or one-day training sessions for nonprofits.

Eight NGOs in different regions received advice from experts during this program. These eight NGOs became the basis for nonprofits' skill development in other cities because people from other NGOs could attend actions and events in which experts took part. More than 130 people participated.

The expert support program could be broadly evaluated as successful. It reached its goal of incorporating the values of transparency, accountability and democratic management in the practices of NGOs. More than 130 representatives of the nonprofit sector from the Russian regions improved their professional skills during this program. It should be noted that most regions where experts worked (5 out of 8) do not have their own resource centers and do not have many opportunities for taking special training. It is also important that local government officials, volunteer students and journalists took part in many events alongside with the staff of NGOs.

Topics of events were related to the program ones, i.e. how to draw public attention to the work of NGOs, how to improve management in NGOs, how to build networks and coalitions, collect private donations and work with volunteers.

All those who attended seminars and conferences gave positive assessments of experts' performance, the way these events had been organized, their usefulness and importance.

E. Internships and Exchanges

Twenty-five NGOs took part in internships that were held in 2008. Most internships (11 out of 14) were "reciprocal," i.e. program participants had more or less similar competencies and could exchange them with colleagues. This form was highly appreciated by the participants. The main outcomes for many organizations, particularly for participants in reciprocal internships, were joint projects and initiatives. Another important effect of this internship program was confidence in one's abilities which grew in many participants. When they saw what their colleagues were doing, they realized that they can do the same things and outlined their first steps in this direction. While planning the internship campaign, we were concerned that organizations would largely focus on issues that directly relate to what they were doing (e.g. rehabilitation of the disabled people, prevention of socially dangerous diseases, youth policy, etc.), but issues of transparency, effective management, increase of private donations and volunteerism would fall in the background. This concern did not materialize. Aspects related to building of trust in NGOs were not covered in only 3 cases out of 14. In five cases aspects of trust-building practices proved to be the most important ones. They include the technologies of volunteer involvement and work with volunteers, social partnership, and mechanisms for cooperation with the authorities and businesses. More than 40 municipal officials of different levels and government employees took part in internship events.

The second round of internships was held in the spring of 2010 by five organizations that were Program partners: Young Journalists of Altai (Barnaul), Sluzhenie (Nizhny Novgorod), Sozidanie foundation (with contribution from ASI, Moscow), Civic Union (Penza) and Center for the Development of Nonprofit Organizations (St. Petersburg).

Forty-one persons took part in the second round of internships. The agenda of some internships was related to major events, such as the conference "White Nights of Fundraising" in St. Petersburg, conference on social advertising in Barnaul and a round-table session on volunteerism in Moscow. Meetings were arranged specially for interns in Nizhny Novgorod and Penza. Most participants said that internships were useful because they gave a chance to see what host organizations do and learn about experience of colleagues who came to the conferences.

F. Round-Table Sessions and Debates

A series of debates was held in the regions during the Program. They discussed issues of NGO self-organization and accountability, such as motivation, barriers, priorities of NGOs' local concerns, etc. Most regional coordinators pointed out that it was difficult for them to encourage nonprofits to join "NGO-Coordinates" during the first year of the Program. Communication and management in NGOs were discussed in six regions at mini-conferences "Management and PR of NGOs Today: Trust vs. Crisis" in early 2009. In total, 305 people

attended these conferences. Organizations' action plan for winning the public trust in their community was the outcome of every conference.

A series of round-table sessions was held in early 2010. Representatives of other sectors were invited to these sessions that discussed development of institutions of volunteerism, philanthropy, citizen participation, NGO participation in addressing issues of public concern, and NGO contribution to the development of a region. An idea to establish a community foundation was discussed in Khabarovsk immediately after the round-table session. The charter was drafted for this foundation but this idea has not materialized yet. A round-table session in Arkhangelsk discussed an idea of government financial and non-financial support to NGOs on the merit basis. Its recommendations were sent to the Ministry of Economic Development which was making preparations for drafting a program of support to socially oriented NGOs.

G. Trainings and Seminars

A series of trainings on trust management was held in the region in late 2009 and early 2010. Their goal was to replicate the experience of the distance course "Trust Management" in on-site training and improve NGOs' awareness and competence in these issues. Trainings were held during two days and their agenda was based on the curriculum of the distance course. From 18 to 30 trainees took part in every region, including the neighboring ones (128 trainees in total). Trainees learned about the newest technologies that improve support to and sustainability of NGOs. They also learned what they could do to make their organizations more open, understandable and attractive for donors, partners, colleagues and beneficiaries; and they were able to improve their competency as trainers (moderator or teamwork organizer).

Participants' Quotes:
"I felt that transparency is not quality. It is an activity from which numerous other activities grow up. We can work in this field for ever, and NGOs will only win from this."
"The concept of transparency became truly transparent for me. I received great motivation for further work."

The participants in these trainings later held 45 seminars for organizations in their cities; 642 people took part in them. These events were based on trainings but in some cases their topics were slightly different, so that they could better meet the regional specificities and organizations' needs.

Training for trainers was held on April 5-7, 2010 in St. Petersburg. Its participants were 12 best regional trainers from all regions of the project. They were selected on the merit basis after they had conducted teaching on building trust in NGOs. The goal of TOT was to improve the participants' professional level as trainers.

Two-stage training for St. Petersburg-based NGOs was held in the fall of 2010. It covered issues of NGO communication and transparency. Twenty-three organizations participated. Based on the outcome of these seminars, most of them came to a conclusion about the need to pay more attention to their own communication and to such aspects as external audit, certification ad use of ICT.

A similar training program was held in the spring of 2011 for human rights organizations (most of them were USAID grantees). It should be said that HR organizations are very vulnerable

because of permanent pressure and shortage of funding sources; as a result, they are not always ready to build trust-based communication with their stakeholders. The first round of training was held in March, and distance form of learning was used for the first time (some participants took training in the online mode). The second round was in May. It was very important for the seminar participants to understand the tools of transparency and building of trust through their own experiences and exchange of experience with their colleagues.

It was equally important for the participants to take a detached look at their printed products. Many of them understood that they do not always focus their message on their target group in a clear way, and they do not always choose the best format for it. Many participants gave a deeper thought to whether it was reasonable to make such printed products just for the sake of having them, without identifying the target group and formulating the key message for it.

In the interim period between the two rounds of training the participants did their homework on the development of external and internal communication. They said their first training encouraged some of them to practical actions:
  – To conduct a similar training for their staff;
  – To identify vacancies for volunteers in the organization and post them in the media;
  – To arrange information-sharing work as a separate division within the organization and draft information materials that had not been drafted before;
  – To use motivation cards for the staff;
  – To dissolve the old Board and establish a new one.

H. Development of ICT

The Program had a new focus since 2011 – to use ICT practices for various objectives of NGOs. A decision was taken to work in several areas concurrently: (1) to conduct a small-scale study in order to see the current situation (i.e. the level of using web-based tools and barriers that preclude NGOs from using them); (2) to publish guidance with cases of the best practices of using ICTs; and (3) to support other organizations' initiatives toward the development of ICT (Social Camp, school "Citizen 2.0').

The study was conducted in the spring of 2011 using online tools. Its goal was to see how extensively NGOs were using various web-based tools, what obstacles prevent them from using Internet services proactively, and what training and information-sharing needs they have.

The study covered 71 NGOs that were active Internet users. Most of them work in education, social sphere, philanthropy, support of NGO development, work with the young generation, and human rights advocacy. Most NGOs believed that the main role of web-based tools was to inform the target audiences and attract resources. Ten percent of the polled NGOs are not represented on the Internet. Most polled NGOs have websites (78%) or pages in social networks (12%), and 34% of nonprofits have accounts in social networks. Most NGOs could be qualified as advanced users of e-mail, mailing lists and communication in Skype, i.e. free services. Most organizations do not have a special staff member responsible for using web-based tools. The main barriers to using web tools include lack of knowledge and understanding (27%), lack of time (21%), lack of specialists (21%), and low level of computer literacy; constrained resources; low level of Internet penetration in the region; laziness; and lack or absence of time. As for NGOs' training needs, the respondents spoke about applied issues related to overall understanding of how the Internet functions (how to use click stream

statistics and what for; why Internet services are provided for free; how to make and register a website; "All about the Internet from Scratch for NGOs") and applied issues for NGOs (software and resources that are used in the work of NGOs; special portals; service delivery and NGO management through web-based tools).

The following recommendations were drafted on the basis of the poll findings:

> **To use the most understandable and popular tools in ICT promotion campaigns in the first place,** and use other tools later.
>
> **The interactive nature of the Internet environment should be explained,** with a focus on the possibility to quickly **trace changes of social problems,** monitor implementation of social projects and attitude to them, continuous share experiences of how to address social problems and implement projects, and the possibility for citizens to use the Internet for taking part in decision-making and implementation of decisions.
>
> **Publications or handbooks of "Internet for Dummies" type** can be popular **if they are written specifically for NGOs and have well-designed information support** because several organizations had published some guidance materials but these were occasional publications and were not distributed broadly.

The idea to write a **handbook "Internet Tools for Civic Activists: Cases and Pictures"** had appeared concurrently with the study and was expectedly included in recommendations. Its underlying concept was encouraging from the start: the main goal of the handbook was to demonstrate the existing successful cases of using web-based tools (these tools are usually free) so as to break NGOs' beliefs that these tools require much money or special knowledge.

The handbook was published in several formats: as a traditional printed version and as an Internet publication (in PDF and DejaVu). Besides, blog http://web4ngo.livejournal.com has the same structure as the handbook, and readers can send their questions to the authors, share their own cases of using Web 2.0 and provide feedback after studying and using the services that are described in the handbook. It turned out, however, that the traditional printed format remains the most popular form because 500 copies of the handbook were distributed quickly. The book included Russian and international examples of how Internet services could be used for cooperation, data visualization, planning, management, promotion of the organization, social projecting, fundraising, knowledge accumulation and consideration of opinions.

ASI provided information support to two projects that focused on the development of ICT in the community of NGOs and civic activists. Both projects are run by the same team of young activists.

Social Camp is an informal conference of civil activists, representatives of NGOs and IT community where successful tools, tactics and projects were discussed. It was held twice: in Kirov in 2010 and in Tver in 2011. It was very popular among NGOs that were genuinely interested in expanding their knowledge and contacts in this field. More than 200 people took part in Social Camp-2011. Many of them represented NGO that learned about this event through ASI's website. At the Social Camp-2011 ASI presented the findings of its study and "IT'S THAT SIMPLE!" campaign as one of successful web-based projects for the civil society.

The idea of an **online school "Citizen 2.0"** was generated during preparations for Social Camp-2010 because not all those who wanted to participate in it could do this due to geographical or

other reasons. The distance course "Citizen 2.0" offers an opportunity of cross border learning. It includes eight thematic modules that explain basic concepts, and web-based tools for addressing various civic issues. One course was held during the Program, with 115 learners from more than 40 cities and several countries (Russia, Kazakhstan, Lithuania, Belarus and Ukraine), and then the second course began. ASI was proactively promoting these courses through its resources, thus helping to increase their audience.

I. Website "NGO: Laws of Development"

This website was launched as part of "**Civil Society Legal Support Program**" which ASI ran in partnership with the Russian office of ICNL. A large share of the website content at the early stage was information about legal matters. A decision to re-do the website was taken in the second half of 2009, so that it would better meet the current needs. Information on legal matters was handed over to the nonprofit partnership "Lawyers for the Civil Society" which had launched its website http://www.lawcs.ru by that time, so there was no reason to duplicate it. Website "NGO: Laws of Development" had become well-known in the NGO community already. This is why ASI decided to focus it on the laws of NGO development and use it for the promotion of global and Russian practices of self-organization, transparency and accountability. The main sections of this website are: ethical norms and standards; PR for NGOs; and transparency. Interactive tools (forum, blog and a facility for giving comments about messages) were added to the website in the spring of 2010. Section "Best Practices" was added in 2011, with more than 60 NGO practices in various activity areas.

J. Cooperation with the Global Reporting Initiative

During the Program its experts (in particular, Elena Topoleva) proactively contributed to drafting an application for NGOs that would help them make a report about their contribution to sustainable development (https://www.globalreporting.org/reporting/sector-guidance/ngo/Pages/default.aspx).

Elena Topoleva was a member of the working group that drafted this application in 2008-2010 and took part in face-to-face and online discussions and conferences. Furthermore, ASI initiated several discussions of this application and conducted various polls among Russian NGOs in order to provide feedback from Russia for the working group.

The third GRI conference was held in May 2010, and an application for NGOs was presented at it. In the summer of 2010 ASI and Evolution & Philanthropy promoted this application and distributed its Russian-language version. Eleven NGOs said they wanted to know more about it and, possibly, make a GRI-consistent report.

K. Sharing of information about all Program-related initiatives, achievements and events with the Russian NGOs that were not covered by the Program, and with external target audiences

Fourteen partner NGOs that had experience in information sharing and well-established contacts with NGOs, media and authorities in their regions were selected for this activity in the Russian regions. During implementation of the Program they distributed information about it and about the work of NGOs through their channels and brought it to various target audiences. Besides, these partners acted as news bureaus and sent messages and announcements about nonprofits' work in the regions to ASI's newswire. This was rather a background activity for the

Program but it played an important role by supporting and expanding its information-sharing dimension. More than 6,000 addressees (including more than 400 media) regularly received information about the work of NGOs and Program-related events. Regional media published 3,259 items in the reporting period; these publications tapped on information from ASI's news bureaus in the regions. These media include small periodicals that are issued by NGOs and city-level and regional media (radio, TV, large-circulation newspapers and magazines, news portals and news agencies).

Besides, reliable information from the regions provided materials for an analysis of the situation. During the Program, ASI published 17,785 news items and announcements that came from its regional partners.

L. Conferences

Conference "Building Trust in NGOs" (Moscow, February 18-19, 2009)

A conference with international participation was held on February 19-20, 2009 with support of ASI, MATPA program, Evolution&Philanthropy, and NED.

The conference participants included 152 representatives of NGOs from 21 regions and three countries (USA, UK and Hungary). Its plenary session discussed issues of trust in terms of the level of trust and solidarity in the society, perceptions of common citizens, and global context. It also discussed the views of nonpartisan consultants that assess NGOs and charitable foundations from the perspective of reasonableness and efficiency of spending. Three thematic panels worked during the conference: 1) NGO Transparency and Accountability, 2) Ethical Codes, Standards and Self-Regulation in NGOs, and 3) PR in NGOs. Every panel formulated recommendations that were the basis for working groups. These working groups had been established during the conference in order to continue the discussion of topics that had been raised at the conference and formulate them into "instrumental" proposals for NGOs and the authorities. Work of the transparency/accountability group yielded the best results in this respect; it discussed recommendations on public reporting for the Ministry of Justice.

Conference "Building Trust in NGOs: Russian Context" (St. Petersburg, April 7-8, 2010)

The conference had the following objectives:
1. To collect and summarize Russian practices of trust-building;
2. To develop such recommendations on trust building for NGOs that would be relevant today;
3. To promote the development of a community of NGOs for which the development of trust-building and public resource of NGOs are important issues.

The conference had 148 participants from 39 regions. Its format made it possible to present 37 practices of building trust in the work of NGOs. These practices covered PR issues in NGOs, internal management, coalition work of NGOs, performance evaluation and presentation, competitions of public annual reports, communication with the target audiences in the process of raising private donations, etc. The participants pointed out that most practices were useful because they could be employed in the work of any NGO. Furthermore, they often became the basis for discussion possible joint projects or more in-depth sharing of experience. Almost all debate panels ("PR as a Tool for Building Trust in NGOs," "Competitions of Annual Reports and

Annual reports: What Next?," "Results and Effects of NGO Work: Do They Help to Win Public Trust?" and "NGO Coalition-Building Practices") formulated recommendations for NGOs. These recommendations were later included in a brochure with the conference materials. Debates "NGOs in Russia Can Be Open Without Jeopardizing Their Security" were held during the conference. They helped to analyze arguments of those who support and oppose openness in the work of NGOs, and reach better understanding of the situation in this field. Many participants said that the main outcome of the conference was new understanding that trust is important not only as an abstract value but as managerial practice.

All materials and presentations that had been offered at the conference are available on http://crno.ru/projects/detail/31210/. The most interesting practices that can be employed on a broad scale are presented in a collection of papers "Building Trust in Nonprofits: Russian Context."

Conference on Volunteerism

A conference on volunteerism was held in Moscow on May 19-21, 2009. It began with a **meeting** of Russian experts with the leaders of International Association of Volunteer Effort (IAVE) that was chaired by IAVE President Dr. Kang Hyun Lee. The meeting was held in order to **establish and strengthen partnership contacts with the leaders of IAVE volunteer movement and strengthen the network of volunteer organizations that advance and support volunteerism in Russia.** Thirty-nine participants of this international meeting shared their experiences, ideas and vision of volunteerism development in Russia and worldwide. They discussed such topics as strategy of effective management of volunteer resources, vector of development of youth volunteerism in the 21st century, and corporate volunteerism.

The Sixth annual national conference *"Volunteerism: Contribution in the Strengthening of Mutual Trust and Development of Social Partnerships Between the State and Civil Society. Russian and Global Experience"* was held on May 20-21, 2009. More than *250 representatives from 46 Russian regions*, Belarus, Ukraine, the USA, Korea and Belgium participated. They included experts and specialists in management of volunteer resources, NGO leaders, government and municipal officials, representatives of universities and businesses.

The goal of this conference was to present Russian and international experience in volunteerism and formulate the vision and ways of development of volunteerism in the Russian Federation. The conferees exchanged their experience related to the topics of the plenary meeting on three discussion platforms: "Legislation and Areas of Government Support to Volunteerism," "Corporate Volunteerism: Contribution to the Community Development" and "Youth Volunteerism in Educational Institutions and in Residence Communities in the Fields of Healthy Way of Life, Culture, Sports and Organization of Large-Scale Social Volunteer Actions and Events."

Trainings and master classes were held on Day II of the Conference on: "Corporate Volunteerism Programs," "Youth Volunteerism Programs" and "Volunteer Center as the Lynchpin of the Volunteerism Support Infrastructure." The final document of the Conference was an address to the government authorities which the participants passed. It was based on the President's Messages to the Federal Assembly of the Russian Federation in which the President stated the need to unite efforts of the government and civil society institutions, and to involve nongovernmental organizations in lawmaking. A ceremony of awarding winners of

the Fourth Competition "National Volunteerism Award" (2008) was held during the Conference. The competition received 186 proposals from 79 cities and towns. Forty-five organizations and volunteers were the 2008 competition winners in 9 nominations.

Conference "NGO: An Open System?"

This conference had been arranged as the final event of the Program but its initial goal was not to report about the work that had been done but to outline the forward-looking vector by discussing trust in NGOs in a broader context, beyond the sector-wide problem. **The main topics for discussion at the plenary and panel meetings were selected after a discussion among the prospective conferees that took part in "Building Public Trust in NGOs" Program. During the discussion participants highlighted important trends that will be instrumental for the development of the nonprofit sector in the near team (provided that external environment is favorable).**

The conference was held on December 18-19, 2011 so that the government program of support to socially oriented NGOs could be presented (this program was launched in Russia in November 2011), as well as the outcomes of the expert group "Development of Civic Institutions" which was part of Strategy 2010. Besides, ASI thought that it would be useful for the conferees to take part in the annual charitable festival "Warm-Hearted Bazaar" in which almost all actively operating Moscow-based NGOs participate.

The topic of the conference, **"NGO: An Open System?"** refers to the theory of systems which is a scientific and methodological concept for studying objects that are systems. This is why the conference agenda consisted of three thematic blocs:

1. "Heart-to-Heart Talks" (talk shows; answers to frequently asked questions about philanthropy during the New Year charitable festival "Warm-Hearted Bazaar"). The idea of this panel was to answer the most frequently asked questions about philanthropy and work of charitable foundations and nonprofit organizations – during a face-to-face dialogue between common citizens and representatives of NGOs. The panel was part of the lecture agenda of the "Warm-Hearted Bazaar" (http://www.d-bazar.ru/2011) that was held in Artplay Center; 30 NGOs participated. Questions for this panel had been collected in advance, including via Facebook group "Popular Philanthropy: Questions That Uninvolved People Ask." Questions were grouped into the following thematic blocs: general questions about the meaning of existence of charitable foundations; financial aspects, largely about internal structure of these foundations, their transparency, accountability and ethical aspects related to professional work in the field of philanthropy; and "Philanthropy and the State." Video of this panel is available on:
https://picasaweb.google.com/106568355332730312606/knvfUI?authuser=0&authkey=Gv1sRgCPG7yqmXm-XW5wE&feat=directlink.

A popular science panel "NGO in the Society" was a plenary session where issues of public support were discussed by NGOs in terms of different fields of knowledge (economics, sociology, culture studies, etc.). Questions that were discussed at this panel had been formulated after a discussion of outcomes and lessons of "Building Public Trust in NGOs" Program. They also took into account the current government policy toward NGOs (program of support to socially oriented NGOs; Strategy 2020):

Civil activists and NGOs in Russia – who are they? What needs to be done for activists and NGOs not to be perceived as a marginal group and become a mainstream one?

In what social context are NGOs working these days? What are causes of weak support of NGOs by citizens? What are prospects of public mobilization?

What motives will help to involve people in altruistic work?

Can NGO leaders and social activists claim the role of moral elite of the Russian society?

How are new technologies changing NGOs' way of life and format? What is the technological basis of forming network communities around NGOs?

The status of the nonprofit sector with the main stakeholders.

Organizational forms of NGOs. Economic sustainability.

Transparency in exchange for benefits.

How to overcome mistrust on the part of government authorities?

To what extent is the business sector ready to work with NGOs and trust them as reliable partners?

International initiatives in transparency of NGOs.

To what extent is the State ready to entrust the delivery of social services to NGOs?

ASI issued an address based on the outcomes of the plenary session (all presentations are available):
http://www.asi.org.ru/asi3/rws_asi.nsf/va_WebPages/9D5D2B181186CA49C325796C002A2918Rus, as well as a series of interviews with experts who spoke at the session:

- Denis Volkov, Levada Center:
"NGOs do not make long-term plans of their work…"
http://www.asi.org.ru/asi3/rws_asi.nsf/va_WebPages/818D34CDE8339C23C32579750046EAFFRus
- Alla Kupreichenko, Dr. Sc. (Psychology), Professor of the Higher School of Economics, leading researcher at the Center of Studies of Civil Society and Nonprofit Sector at the Higher School of Economics:
http://www.asi.org.ru/ASI3/rws_asi.nsf/va_WebPages/F8BB93A5BC5467EDC3257974002CFECFRus

Experiential session "Talks on Professional Topics": four concurrent panels / round table sessions that discussed concerns and trends in certain fields of the nonprofit sector and identified strategic priorities for NGOs in order to strengthen public support effectively.

Panel "PR Production" discussed lessons and conclusions of "It's That Simple!" campaign targeted at strengthening citizen support of NGOs. It also focused on new approaches, formats and techniques in NGO's PR activity, particularly new trends "Philanthropy with Pleasure" and "umbrella brands." Experience of "It's That Simple!" campaign demonstrates positive changes in philanthropy and volunteerism by citizens in response to the campaign-related events. Particularly successful were events in which representatives of NGOs could communicate with members of their communities directly and present clear and well-grounded requests for support to their organizations. It is after such events that NGOs had an inflow of volunteers and private donations.

PR formats that are based on life needs and common values (family dialogue, rest and recreation, household life, human environment) will be the most effective for NGOs that seek to strengthen public support. It is these formats ("socializing in apartments," charitable fairs, photo races, cooking parties, sports tournaments, etc.) that have recently become popular with

NGOs and citizens alike. Success of "Charlotte Party," "Kind City" festivals, "Warm-Hearted Bazaar" and other actions proves that the society has demand for a combination of entertainment and socially relevant actions. The panel members concluded that this is now one of the most effective ways for NGOs to gain followers and tangible support from citizens.

Panel "Volunteer Factory" discussed mostly issues pertaining to support of volunteer initiatives by the State: "Where is that delicate line which the State should not cross?" The panel members concluded that the State should not regulate the work of volunteers straightforwardly. In their view, the State should promote the establishment of organizational, legal and economic conditions that would be favorable for volunteerism. They recommended legislative amendments that would eliminate contradictions between two Russian terms both of which mean "volunteers." The panel moderator V. Khromov and his colleagues believe that competent organization of volunteers' work will reduce the risks of using unqualified labor. The panel discussed specific features in the work of volunteer centers and volunteer communities of NGOs and concluded that they do not contradict one another but mutually strengthen each other in the promotion and development of volunteerism.

Panel **"Transparent Production" focused on motivation** for NGOs to use mechanisms of transparency, and limits of accountability and transparency. Panel "**Internet Production" discussed motives** for NGOs to make friends with the Internet community. The panel members believe that some NGOs and small Internet communities do not have a vision of their common activity field. NGOs largely focus on receiving quick and exact results, and they cannot formulate a request to an Internet community. The staff of NGOs and members of Internet communities have different levels of knowledge and skills, and this discrepancy hampers communication. Programs on raising the level of computer literacy, NGO resource centers (seminars, mutual teaching) and platforms for sharing experience and best practices are necessary for raising the professional level of nonprofits' staff in the field of Internet communication.

The round-up session presented all "keys" that had been identified during the discussions, or triggers that might generate positive changes in public trust in NGOs:

Openness of all methodologies that are related to assessment of NGO performance;

Movement toward transparency should be bottom-up, not top-down;

Establishment of comfortable formats for NGO/citizen cooperation based on vital needs of citizens, not NGOs as institutions;

NGOs should use all possible motivations of volunteers in order to ensure the required level of their responsibility and loyalty;

NGOs need to have a strategic approach to Internet activities.

The participants of the conference believe that particular attention should be paid to the following tendencies in the immediate future:

Web presence as a new and necessary standard of publicity;

Shift toward a variety of publicity tools;

Production of replicable products of transparency;

Development not of external transparency alone but tools of self-assessment and institutional development;

Establishment of formats that are based on people's life needs and public values;

Development and promotion of umbrella brands and joint nonprofit brands;

Demonstration of commitment to "social norms of behavior" by NGOs in their daily work.

The results of the conference were posted on ASI's website, website "NGO: Laws of Development" and used for writing of proposals.

M. Manuals/Guidelines Published During the Program

Partners published six (?) printed and electronic methodological guidelines on the Program topics. Their goal is to help nonprofit organizations to cooperate with their stakeholders better, and forge and maintain trust-based relations with them.

"Cooperation with Stakeholders" (methodological manual for NGOs), 2008. The brochure was written and printed by ASI at the start of the project. Its goal is to help NGOs that want to forge relations with their stakeholders. The brochure is about an example NGO which has grown from an initiative group. The authors use it to illustrate principles, stages, risks and benefits of building such relations. The brochure is illustrated with ingenious comics. Its electronic version is available on: http://www.nkozakon.ru/cms_content/materials/118/files/Vzaimodejstvie.pdf.

"Public Annual Report on NGO Performance," 2008. The brochure written by CDNO covers the whole gamut of issues related to the public annual report: in what way it can be useful to a nonprofit organization (NGO), how to write it, who and how it should be sent to, how to make it effective, etc. The staff of NGOs can use this brochure as step-by-step guidance. It is available on the CDNO website: http://crno.ru/publications/books_and_brochures/detail/?ID=31127.

"Management of NGO: Relying on Trust" (recommendations to leader). This brochure was also written by CDNO in 2008. It discusses the concept of trust, its role in an NGO and how NGO leaders can influence building (or destruction) of trust-based atmosphere in the organization. The brochure is based on many years of experience in conducting trainings, seminars and distant-mode courses held by the Center for the Development of Nonprofit Organizations, materials of research groups that work on social management and social psychology, and results of analysis of the best practices employed by Russian NGO (this analysis was conducted early in the Program). The brochure is written for managers and leaders of nonprofits that work in various fields. It is available on: http://crno.ru/publications/books_and_brochures/detail/?ID=31129.

"How to Win Trust in the Organization (a toolkit for NGO leader)," CDNO, 2009. This small brochure describes practical well-tested tools that will help an NGO to strengthen public support. These tools are related to the organization's public image, transparency and accountability, consistency with accepted quality standards and well-established feedback. Electronic version is available on: http://crno.ru/publications/books_and_brochures/detail/?ID=31128.

"Strengthening of Trust in Nonprofit Organizations: Russian Context." ASI - CDNO, 2010. This is a collection of the most interesting practices that were presented at the conference **"Strengthening of Trust in Nonprofit Organizations: Russian Context"** (held in St. Petersburg in April 2010). Practices in such fields as openness, transparency, self-regulation and PR are preceded with articles that overview the existing and strengthening trends, and supplemented with expert and reference materials. Electronic version is available on: http://crno.ru/publications/books_and_brochures/detail/?ID=31353.

"Systemic Development of Volunteerism in Russia: Best Practices." Sozidanie Foundation – ASI, 2010. The collection includes the best practices of NGOs' work related to the development of systemic volunteerism, such as volunteerism centers that exist in the country, and regular actions and campaigns held by volunteers. ZIRCON group's study based on the poll of NGO leaders during a survey "Public Support to NGOs in the Russian Regions: Problems and Prospects" is used as reference material in this book.

Internet Services for Civil Activists: Examples and Picture," ASI, 2011. The book was commissioned by ASI and written by T. Kargina, a civic activist and one of initiators of Social Camp and "Citizen 20" school. The collection includes the most popular free web-based tools for project management, promotion, planning, social project-making and fundraising. All these tools are described and examples are given; most examples are taken from practices of Russian NGOs. The book is available in pdf format on "NGO: Laws of Development" website (http://www.nkozakon.ru/pr/news/3515/) and in a special blog (http://web4ngo.livejournal.com).